

Looking Forward: A Report on Arizona and Its Future

Arizona State Senate

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Randall Gnant
President of The Arizona State Senate
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For additional information, contact:
Victor Riches
Arizona State Senate
1700 W. Washington
Phoenix, AZ 85007
(602) 542-5418

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Forward



Randall Gnant
President, Arizona Senate

The next ten years may well be the most critical decade in our history as a state.

We've passed through our juvenile years – the Indian Wars, the gunfight at the OK Corral, the battles as to which city gets the state capitol. We are not yet a mature state, one so developed that we couldn't change our direction if we wanted to. Arizona is much like a strapping young man or woman, full of vigor and facing wonderful opportunities in every direction.

But which direction to go? Arizona needs to decide and it needs to decide before several million more new citizens move to our state. Before we can pick a direction, though, we need to be committed to the challenge. Too many elected officials look only to the short term in the development of public policy. We can no longer afford to lurch from year to year with no regard for our future.

Assuming that we make the commitment, we need information on which to base decisions. While the information you will see in this report is a start, it is only a start. The fact is, there is no single place to go for information on any strategic planning being done in Arizona. There is, I hope, more work being done than what we have been able to identify, but the mere fact that the Legislature is unaware of that work is telling evidence that looking to the future is not a state priority.

Victor Riches and Todd Madeksza of the Senate staff did yeoman's work in developing what we have so far. Now it is up to us to ask questions, to search for more data and to begin thinking, not about today, but about tomorrow and the days after tomorrow. When others talk about Arizona, let them say not that we just seized the day, but that we seized the future.

Randall Gnant
Senate President
January, 2002

Introduction

“The very essence of leadership is that you have to have vision,” Theodore Hesburgh once said, “You can’t blow an uncertain trumpet.” Unfortunately, as anyone who has worked at any level of government knows, vision in the public sector is sorely lacking, even as elected officials blow their own trumpets until they’re blue in the face. Yet, if anything is clear as Arizona begins its journey into the 21st century, it is that vision is what our state needs most.

Arizona is one of the fastest growing states in the Nation, and not just the Phoenix metropolitan area. In fact, of the state’s fifteen counties, four (Mohave, Yavapai, Pinal and Yuma) have grown at a faster rate than Maricopa over the past ten years. Such rapid, statewide growth brings the need for coherent, long-range planning. There is, however, no single source of information available to policy makers and planners providing unbiased projections regarding the state’s future. The purpose of this report is to fill that void; to initiate discussions on the resources available throughout the state in areas such as employment, health care, education, transportation, water use and criminal justice, and to anticipate future needs and shortages in those areas.

To accomplish this, the state had to first be broken down into smaller areas that could be studied individually. For this purpose, counties were chosen since they are relatively small and

easily identifiable without being as unwieldy as the state's cities, towns and unincorporated areas. It must be clearly stated, however, that this report is not a critique of county government, although those governments were a critical source of information for compiling the data herein. Rather it is an effort to gauge statewide concerns through the county lenses.

To obtain the data for this report, information was collected from U.S. Census data, associations and state agencies. Most of the agencies were helpful and offered a wealth of information on everything from inmate populations to Enterprise Zones. This was not, however, the case with all agencies. In particular, the Department of Education was unable (or unwilling) to provide even rudimentary information regarding education statistics.

Perhaps the most important source of information for this report came from the counties themselves. A survey was sent to each county requesting information on their current resources and anticipated needs through the year 2025. The year 2025 was chosen as a benchmark primarily because in certain areas, such as criminal justice and water use, even Prometheus would find it difficult to predict much further ahead than twenty-five years with any degree of accuracy.

In the surveys, the counties were asked a number of questions pertaining to the topics mentioned above. The answers were scored on a scale of 1 to 5, with a score of 1 representing either strong agreement or extreme need/shortage and 5 representing strong disagreement or no need/shortage. Since many of the questions asked entailed making future predictions, much of the data contained in this report should not be considered as etched in stone, but rather as educated assumptions based on presently known variables.

As with the state agencies, most of the counties were very obliging in answering the questions and providing beneficial information. The one exception was Pima County, which initially claimed to collect no data in areas one would think the County would have an interest in, such as education and health care. Although the County eventually, and with much feet dragging, answered the survey questions, the subjective information provided by Pima is considered the least reliable data in the entire report.

The intent of this report is not to mimic the utopianism found in many think tank studies, nor is to be an ivory-towered prophecy of doom. Rather, it is a collection of nonpartisan data from around Arizona to provide an understanding of the resources the state has today and those that will be needed in the future to help ensure Arizona's continued success.

Ultimately, this document should act as a starting point for today's policy makers and planners to begin looking forward to plan for the state's future. By doing so, the trumpets blown in 2025 will make more than hollow sounds.

Executive Summary

In *Looking Forward: A Report on Arizona and Its Future*, the state was broken down to the county level for the purpose of examining the status of Arizona in the areas of population and employment, education, health care, transportation, water usage and criminal justice. The report then projected out to the year 2025 to anticipate the needs and shortages that will likely be experienced throughout the state. The following is a summation of those findings.

Population and Employment

Not surprisingly, the largest counties – Maricopa and Pima – have a much more diverse workforce than the rest of the state. Subsequently, the unemployment rates in those counties tend to be lower (in some cases much lower) than the state’s thirteen other counties. Over the next twenty-five years, the populations of Maricopa and Pima will continue to dramatically grow. Maricopa’s population is projected to increase from just over 3 million people to approximately 5 million residents, while Pima’s will increase by 53% to nearly 1.3 million. As would be expected of major population centers, Maricopa and Pima will continue to act as the state’s primary economic hubs.

Several smaller counties will also experience a tremendous surge in population by 2025. Other than Maricopa and Pima, there are currently no counties with a population that exceeds 200,000. By 2025, five additional counties (Coconino, Mohave, Pinal, Yavapai and Yuma) will cross the 200,000 mark, with Yavapai and Pinal’s populations expected to exceed 300,000. Assuming local planning keeps pace with population growth, these counties will be positioned as major economic centers.

Not all of the state, however, is likely to experience such economic prosperity. Smaller counties such as Greenlee, Graham and Apache are in jeopardy of being left behind as most of the state shifts away from rapidly dated industries such as ranching and mining in favor of tourism, service and high-tech industries.

Education

The current students to teacher ratio throughout the state varies from a low of 16 to 1 in Mohave and Navajo Counties to as high as 33 to 1 in Gila County, with the median county ratio being 20 to 1. The largest increase in student population over the next twenty-five years is expected to occur in Mohave, Pinal and Yavapai, all of which anticipate a 75% increase in their student populations by 2025. Accordingly, those counties anticipate the corresponding need for a substantial increase in their number of schools.

The greatest anticipated higher education need is the hiring of new instructors. Nine of the counties scored the hiring of new instructors as an extreme future need. Technology upgrades also ranked high on the list of anticipated needs, with six counties scoring such upgrades as an extreme need. The least anticipated future need was the building of new capital, which had a median score of 3, indicating neutrality.

Interestingly, the urban and rapidly growing counties tended to report greater anticipated needs than their smaller, rural counterparts. Nonetheless, education was second only to criminal justice in terms of overall statewide needs.

Health Care

The greatest anticipated health care shortage through 2025 was in the area of nursing. Eleven of the counties anticipate they will experience an extreme shortage of nurses over the next twenty-five years. Apache and Greenlee were the only counties not to anticipate a nursing shortage. They were also the only counties that do not expect any substantial health related shortages through 2025.

Overall, human resources such as nurses, physician assistants and emergency room doctors tended to outscore capital resources, irrespective of county demographics. A major exception to this finding was regarding hospital beds. Nine of the counties, both urban and rural,

reported the need to increase their number of hospital beds by at least 50% by 2025. Cochise, Gila and Greenlee (which has no hospitals) were the only counties not to score either a 1 or 2 in the hospital beds category.

Disturbingly, most of the counties indicated they had done little in the way of long-range planning for future health care needs. In fact, two of the counties (Maricopa and Pinal) scored a 5 in that category, indicating they have not engaged in any long-range planning efforts. The median county score was 3.5.

Transportation

Of all the issues studied, none was met with more agreement than the issue of transportation funding. Thirteen counties strongly agreed that there is a transportation funding shortage in the state. Of the two remaining counties, Yuma scored a 2 and Yavapai scored a 3 -- neither score a refutation of the other counties' position. Additionally, most of the counties indicated that a lack of transportation funds negatively impacts their ability to provide goods and services to their citizens.

Nearly every county registered strong opposition to the feasibility of a light rail transit system over the next twenty-five years. Maricopa was the only county to strongly agree that such a system is viable. Pinal, perhaps due to its growing population and proximity to Maricopa, also indicated support for light rail, scoring its future viability a 2. Every other county registered scores of either 4 or 5.

Water Usage and Conservation

Perhaps due to the unpredictable nature of the state's water supply, this was the most difficult category to draw conclusions from. With a median score of 2, most counties indicated their current year round water needs are being met. Graham County was the exception, scoring a 5.

However, the counties were much less certain about their future water supplies. With a median score of 3 for having a sufficient volume and sustainability of water for growth through 2025, many counties were uncertain that their future water supply would be adequate to serve a growing population. This was particularly true in Graham, Gila, Greenlee and Apache, where

Native American water rights is an ongoing issue. However, concern over future water supplies was not limited to rural counties – even Maricopa doubts its water supply will be sufficient to serve its future population.

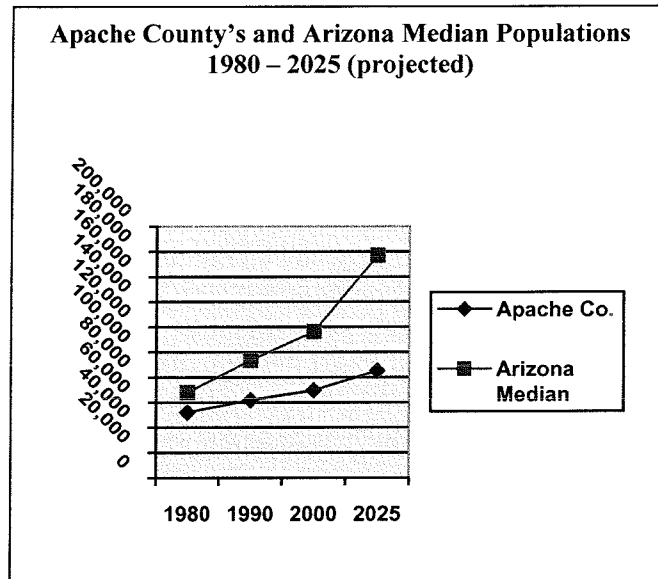
Criminal Justice System

There was widespread consensus that substantial increases would be needed in the area of criminal justice over the next twenty-five years. Most of the counties strongly agreed that they would need to increase prison/jail space by at least 50% by 2025. With few exceptions, the counties also indicated that their number of judges, courtrooms and public defenders would also need to increase by at least 50%. These findings were irrespective of county demographics. In fact, the only county to indicate little, if any, future criminal justice needs was Greenlee, whose population is expected to remain small enough to not require substantial additional resources.

Apache County

According to the 2000 Census, the population of Apache County is 69,423, which is a 12.7% increase over the County's 1990 population. Apache County indicated that it agrees with the Census numbers and that it anticipates its population will be approximately 85,000 in the year 2025.

Apache County's population is less than both the average county population and the median county population for the state. Apache County is growing slower than the average and median county growth rate of the last twenty years. Since 1990, only Greenlee County experienced a slower rate (6.7%) of growth than Apache. Assuming the County's projections are accurate, it will continue to experience a slow growth rate over the next twenty-five years.



The Apache and Navajo Indian Reservations cover more than 65% of the County. Approximately 21% of Apache is public land and 13.2% is privately owned, meaning that the County's economy is largely dependent on government work and public utilities. Of the County's 19,623-person labor force, the government employs 12,425.

All of Apache County has been designated an Enterprise Zone. Enterprise Zones are areas of the state with high levels of unemployment and/or poverty. Businesses located in Apache and other zones are provided income and property tax incentives to promote economic development in such areas. Apache's unemployment rate is, at 9.7%, one of the highest in the state. Although this number may diminish over the next twenty-five years as more service oriented businesses expand into Apache, without the lure of higher paying jobs, the County's employment rate will likely remain on the high end of Arizona's counties.

Apache's needs and anticipated shortages through 2025 are, by and large, infrastructure related. Whether it's the need for additional schools, long-term care facilities, jails or courtrooms, Apache's anticipated infrastructure needs generally outpace those of the rest of the state.

Education

Apache County's school age population is estimated to be about 15,465, much less than the average county school age population of 55,693.6 and the median school age population of 24,115.2. Apache's student to teacher ratio is 18 to 1, which is slightly less than the county average for the state of 18.7 to 1 as well as the statewide county median, which is 20 to 1.

it anticipates will be areas of future health-related shortages through 2025 compared to most of the state. For instance, Apache County indicated little or no anticipated shortages in the areas of emergency room doctors and pediatric care. While Apache scored these areas as little or no future shortages, the statewide county median and average scores indicated a higher need (that is, greater shortages) in these areas. Apache does, however, anticipate an extreme shortage of long-term care facilities in 2025, scoring a 1 in that category. The County also indicated that it anticipates a shortage of diabetes educators and nutritionists. Unlike other counties, Apache did not indicate any sort of need for trauma centers, physician assistants or nurses.

Apache County strongly disagrees that it will need to increase hospital beds by at least 50% by 2025 to maintain current service standards. The County indicated that if it will need to increase the number of beds, it would only be an increase of approximately 10%. By contrast, with an average score of 2, most the state believes it will need dramatic increases in bed space to maintain current levels of service.

While not exactly a long-range plan, Apache County has developed or is developing a health care plan to forecast and plan the future of health care services in the County for the next two to five years.

Transportation

Apache County has about 75 freeway miles within it. This falls fairly close to the median number of highway miles per county of 82. The County is neutral about the need to increase highway miles by 50% by 2025, and strongly disagrees that a light rail transit system will be a viable option in the County's transportation plan by 2025. Apache indicated that multimodal transportation plays little role in the County, scoring its use a 4.

Apache County strongly agrees that there is a transportation funding shortage in Arizona and that the lack of such funding adversely impacts the counties' (including Apache County's) ability to provide goods and services to its citizens. Since Apache is currently experiencing slower growth compared to other areas of Arizona, its need for transportation funds, although no less acute, is primarily for maintenance of existing roads instead of building new roads.

Apache is developing a five-year regional land use and transportation plan to assess the County's future transportation needs.

Water Usage and Conservation

Apache County is not subject to any water conservation requirements. The County obtains its public water from groundwater and its irrigation from run-off from the White Mountains.

Apache scored a 5 in the category of its year round water needs being met, indicating that it strongly disagrees that its needs are being met. The County also believes that it does not have

a sufficient volume of water or sustainability of water for future growth to 2025. The County stressed, however, that its future water supplies are to a large degree dependent on currently unknown variables such as power plant consumption and Native American water rights.

Criminal Justice System

Only 91 (0.3%) of the state's 27,451 inmates were convicted in Apache County. The County has fewer judges (8), courtrooms (5) and public defenders (9) than both the statewide county average and median number of judges, courtrooms and public defenders.

Apache County agrees that it needs to invest in prison/jail space by 2025 and that current funding mechanisms are sufficient to provide necessary funds to address any future projects. Additionally, the County strongly agrees that its number of judges, courtrooms and public defenders will need to increase by at least 50% over the next 25 years, scoring a 1 in each category.

	Apache County	County Average	County Median
Inmates	91	1,830	817
Judges	8	16.8	10
Courtrooms	5	15.9	9
Public Defenders	9	33.4	15
Opinion Answs.			
Increase Jail Space 50%	2	1.3	1
Funding Mechanism is in Place	2	3.3	4
Increase Judges by 50%	1	1.5	1
Increase Court Rooms by 50%	1	1.6	1
Increase Public Defenders by 50%	1	1.9	1.5

Opinions:

1 = Strongly Agree 5 = Strongly Disagree

Apache County Facts

Population: 69,423*

2025 Population: 85,000**

Labor Force: 19,623

Unemployment Rate: 9.7%

Major Industries: Services,
Retail Trade,
Transportation/
Public Utilities

*Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001*

**U.S. Census Bureau, April 1, 2000 Census*

***County Survey*

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Apache County	52,108	61,591	69,423

Major Cities/Communities

Chinle, Navajo Nation	4,893	7,000	5,366
Eagar	2,791	4,025	4,033
St. Johns	3,368	3,294	3,269
Springerville	1,452	1,802	1,972
Window Rock/Fort			
Defiance, Navajo Nation	N/A	7,795	7,120

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	31.9%
15-24	16.1%
25-44	25.1%
45-64	18.7%
65+	8.3%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

<i>Race</i>	<i>% of total</i>
White	19.5%
African American	0.2%
Native American	76.9%
Asian or Pacific Islands	0.2%
Other	3.2%
Total	100%
Hispanic Heritage*	4.5%

Source: U.S. Census Bureau, April 1, 2000 Census

** Persons of Hispanic heritage can be of any race*

Employment by Sector

Manufacturing	125
Construction	400
Transportation, Communication, and Public Utilities	500
Trade	2,100
Finance, Insurance, and Real Estate	825
Services and Miscellaneous	3,125
Government	12,350

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001

Wages

<i>Hourly Compensation</i>	
Median Wage	\$11.61
Average Wage	\$13.63
Entry Wage	\$6.70
Experienced	\$17.05

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Population	15,465
Average Student/Teacher Ratio	18:1

Source: County Survey

Health Care

Licensed Hospital Beds	68
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Major Hospitals:

Sage Memorial Hospital

White Mountains Community Hospital

Source: Department of Health Services

Cochise County

According to the 2000 U.S. Census, Cochise County's population is 117,755, an increase of 20,131 since 1990. However, Cochise does not believe that the Census numbers are accurate. The County maintains that segments of its Hispanic communities and unincorporated areas were undercounted, thereby deflating the County's actual population numbers. Nonetheless, Cochise County's population has grown by more than 20% since 1990 and is anticipated to increase another 87.5% by 2025 for a total population of approximately 220,790.

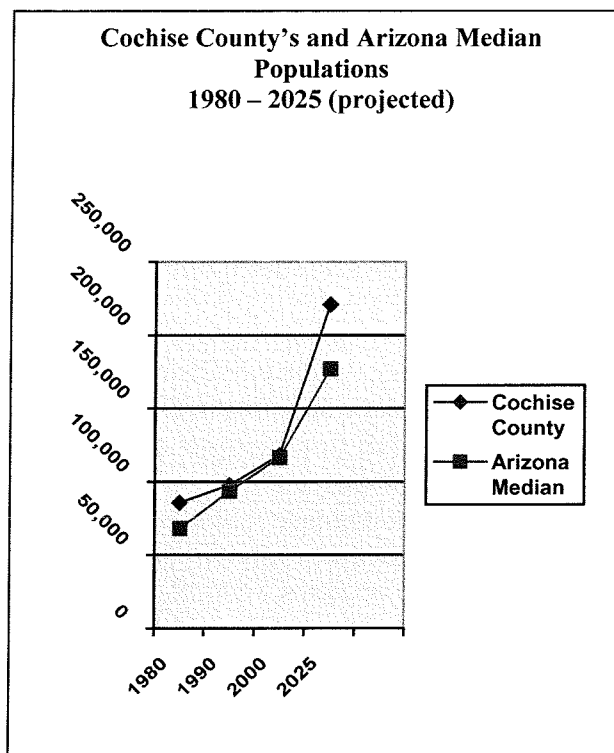
Forty percent of the land in Cochise County is privately owned, with most of the remaining land falling under the purview of the state and the U.S. Forest Service and Bureau of Land Management. The County's unemployment rate of 4.3% is lower than its neighboring counties, with the exception of Pima County. Government, service and trade make up the bulk of the County's 40,525-person workforce, with the average wage being \$13.73/hour. With its rapidly growing population and increasingly diversified workforce, Cochise's economy is likely to improve over the next twenty-five years.

Cochise County's anticipated needs and shortages through 2025 are similar to most of the state, with human resources like teachers, nurses and public defenders expected to be increasingly in demand.

Education

Cochise County's current K-12 public school pupil population is 19,620, 19% below the statewide county median population of 24,115.2. The average student to teacher ratio for classrooms in Cochise is 17 to 1, compared to the statewide county median of 20 to 1 and statewide county average of 18.7 to 1. The average elementary school size in Cochise is 424 students, right in line with the county median number of students. Cochise's average middle school size of 225 students is below the county median of 336. At 555 students, Cochise's average high school size is very close to the county median of 561.

Cochise differed somewhat from other areas of the state in the County's ranking of its anticipated higher education needs in 2025. Technology upgrades scored a 1, indicating that Cochise anticipates an extreme need in that area. The statewide county median score for



technology upgrades was 2, while the most extreme statewide need was the hiring of new instructors, which scored a 1. Cochise scored the hiring of new instructors as slightly less of an anticipated need with a score of 2. Instructor training was less of a future concern to Cochise than it was to most other counties. The maintenance and upgrading of physical capital and the building of physical capital were the least important needs in Cochise, scoring a 4 and 5. The median score for maintaining and upgrading physical capital was 2 and the median score for building capital was 3.

There are five public universities and community college facilities in Cochise, which serve 2,463 full-time students and 4,677 part-time students. Cochise anticipates a greater increase in student population over the next twenty-five years than do most of the counties, scoring a 2 in the category of expecting a 75% increase in student population by 2025. Cochise also scored a 2 in the categories of needing to increase its number of elementary, middle and high schools by 75% by 2025 to maintain the County's current sizes and ratios. By contrast, the average county median score for those three categories was 2.9. It is interesting that Cochise indicated a need to substantially increase its schools while at the same time ranking the building of physical capital for higher education as its least needed resource in 2025.

	Cochise County	Arizona County Average/ Median
School Age Population	19,620	55,693.6/ 24,115.2
Student/ Teacher Ratio	17:1	18.7:1/ 20
Average Elem School Size	424	333.3/ 424.5
Average Middle School Size	225	319.9/ 336
Average High School Size	555	567.9/ 561

Cochise indicated that it currently makes use of "distance learning" technologies and that "distance learning" will play an even greater role in the County in 2025. Cochise anticipates that, in the next twenty-five years, K-12, colleges and universities will be interconnected through the use of such technologies.

Health Care

There are 200 licensed hospital beds in Cochise County, or one bed for every 588.8 residents. Cochise indicated that it would need to increase its hospital beds by at least 10% by 2025 in order to maintain the County's current quality of service.

Cochise anticipates substantial shortages in health-related areas in 2025. Like most parts of the state, Cochise anticipates an extreme shortage in nursing. The County also anticipates an extreme shortage in areas that most counties did not consider: primary care physicians and psychiatrists. Cochise scored a 2 in the areas of pediatric care, emergency room doctors, physical plant additions and maintenance and long-term care facilities. These scores are very similar to the county median scores, indicating that Cochise, as well as most of the rest of the state, is expecting significant shortages in many health-related areas over the next twenty-five years. The only area in which Cochise's score indicated less of a need than most other areas of

the state was regarding trauma centers. Cochise scored a 3, while the county median score was 2 and the average score was 1.9.

Cochise County has not developed any long-range health care plans to forecast and provide for its future health care needs. Cochise believes that it simply doesn't have the resources necessary to engage in such long-range planning. The county median score was 3.5, indicating that, like Cochise, most of the state has done little in terms of long-range health care planning.

Transportation

Cochise County currently has 88 miles of freeway and does not anticipate the need to significantly increase its freeway miles by 2025. Additionally, the County currently spends approximately \$8.7 million per year on transportation and related issues.

Like most of rural Arizona, Cochise does not see a light rail transit system as a practical transportation option by 2025, scoring its viability a 4. The County scored a 1 in the category of multimodal transportation playing a role in its transportation plan, compared to a statewide county median score of 3 and average score of 2.4. Cochise strongly agrees that there is a transportation funding shortage in Arizona and that a lack of transportation funds adversely impacts the County's ability to provide goods and services to its citizens. Unlike in health-related areas, Cochise has developed long-range plans to deal with future transportation needs.

Water Usage and Conservation

The water in Cochise County is derived from private wells and private water companies; the Arizona Department of Water Resources and the Arizona Department of Environmental Quality oversee well permits and septic disposal companies. Cochise agrees that its year round water needs are being met, that it has a sufficient volume of water for future growth to 2025 and that it has a sufficient sustainability of water for growth to 2025, scoring a 2 in all three categories. While the county median score for year round water needs being met was, like Cochise, a 2, the median score for future water volume was 3 and the median score for future water sustainability was 3.

These findings seem to indicate that Cochise's water supply is more secure than the water supply in other parts of the state. The County does, however, have some concerns that the impact of growth and development on the flows within the San Pedro River, particularly with those portions located in the San Pedro Riparian National Conservation area, may make future water planning and conservation more difficult.

Criminal Justice System

Cochise County has 10 judges, 11 courtrooms and 15 public defenders. Cochise's number of courtrooms is close to the county median of 9, and its number of judges and public defenders align with the county median. Nonetheless, like most areas of the state, Cochise indicated that it would need to increase its number of judges and public defenders by at least 50% by 2025. The County did not see as much of a need to increase its number of courtrooms, scoring a 3 in that category. This score deviated from the county median of 1 and average of 1.6, indicating that most counties anticipate a greater need to increase courtrooms than does Cochise.

	Apache County	County Average	County Median
Inmates	429	1,830	817
Judges	10	16.8	10
Courtrooms	11	15.9	9
Public Defenders	15	33.4	15
Opinion Answs.			
Increase Jail Space 50%	1	1.3	1
Funding Mechanism is in Place	2	3.3	4
Increase Judges by 50%	2	1.5	1
Increase Court Rooms by 50%	3	1.6	1
Increase Public Defenders by 50%	2	1.9	1.5
Opinions: 1 = Strongly Agree 5 = Strongly Disagree			

Cochise County is home to the Douglas Prison facility, which houses 2,130 inmates from across the state. Of the state's 27,451 inmates, 429 (or 1.6%) were convicted in Cochise County. Like most of the counties, Cochise scored a 1 in the category of needing to invest in additional prison/jail space by 2025. Unlike most counties, however, Cochise indicated that current funding mechanisms, such as bond elections, are sufficient to finance future prison construction.

Cochise County Facts

Current Population: 117,755*

2025 Population: 220,790**

Labor Force: 40,525

Unemployment Rate: 4.3%

Major Industries: Services, Retail Trade,
Construction,
Government

*Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001*

**U.S. Census Bureau, April 1, 2000 Census*

***County Survey*

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Cochise County	85,686	97,624	117,755

Major Cities

Benson	4,190	3,824	4,711
Bisbee	7,154	6,288	6,090
Douglas	13,058	12,822	14,312
Huachuca City	1,661	1,782	1,751
Sierra Vista	24,937	32,983	37,775
Tombstone	1,632	1,220	1,504
Willcox	3,243	3,122	3,733

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	21.7%
15-24	13.9%
25-44	26.0%
45-64	23.7%
65+	14.7%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

<i>Race</i>	<i>% of total</i>
White	76.7%
African American	4.5%
Native American	1.1%
Asian or Pacific Islander	1.6%
Other	15.8%
Total	100%
Hispanic Heritage*	30.7%

Source: U.S. Census Bureau, April 1, 2000 Census

* Persons of Hispanic heritage may be of any race

Employment by Sector

Manufacturing	1,000
Construction	1,875
Transportation, Communication, and Public Utilities	1,300
Trade	7,650
Finance, Insurance, and Real Estate	750
Services and Miscellaneous	8,250
Government	11,775

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor

Source: Arizona Department of Economic Security, Research Administration, September 2001.

Wages

<i>Hourly Compensation</i>	
Median Wage	\$11.06
Average Wage	\$13.73
Entry Wage	\$ 6.42
Experienced	\$17.38

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Population	19,620
Average Student/Teacher Ratio	17:1

Source: County Survey

Health Care

Licensed Hospital beds	200
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Major Hospitals:

Benson Hospital
Copper Queen Community Hospital
Sierra Vista Regional Health Center
Southwest Arizona Medical Center

Source: Department of Health Services

Coconino County

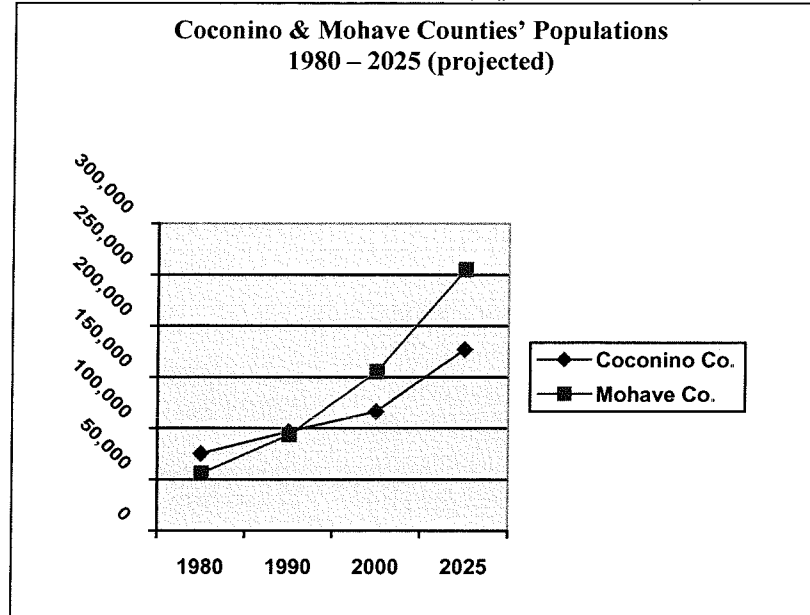
According to the 2000 Census, the population of Coconino County is 116,320, an increase of over 20% since 1990. Coconino County indicated a concern that it had been undercounted in the Census, especially in the “group quarters population” mostly around and within the Northern Arizona University. The County believes that a more accurate count would be approximately 120,000 people. The County anticipates that its population in the year 2025 will be about 176,840.

Regardless of whether the Census numbers or Coconino’s own count is used, the County’s population is very close to the

statewide median county population and much less than the statewide average county population. This is interesting since, with 18,608 square miles, Coconino is the second largest county in the United States and the largest in Arizona. Coconino’s relatively sparse population is the result of many factors, including the fact that only 13.3% of the County’s land is privately owned. The majority of land in Coconino is comprised of Indian reservations, which constitute 38.1% of its land.

The unemployment rate in Coconino is 4.3%. The bulk of the County’s workforce is employed in the areas of government, trade and services, with the best paying industries being public administration, utilities, finance, insurance and real estate. The central corridor of Coconino and the central corridor of Flagstaff have been designated as Enterprise Zones, indicating a potential for additional future business and employment opportunities.

Through 2025, Coconino’s most pressing anticipated needs are primarily related to infrastructure. The County anticipates a substantial need for additional schools, hospitals and long-term care facilities. The County also stressed the need for additional human resources such as teachers and nurses.



Education

Coconino County's school age population is estimated to be about 21,000 which is less than half of the average county school age population in the state and very close to the state's median school age population of 24,115.2. Coconino's student to teacher ratio is 28 to 1, well above the statewide county average (18.7 to 1) and median (20 to 1) ratios.

Coconino County's school size is differentiated between rural schools and schools in Flagstaff. All three categories (elementary, middle and high schools) are larger than the respective county averages and medians for the state when compared to Flagstaff schools. However, when compared to rural schools within the County, the rural elementary schools in Coconino County are larger than the statewide average school size, but less than the statewide median school size. While the rural high schools in Coconino are smaller than the statewide average and median high schools, the rural middle schools tend to be larger.

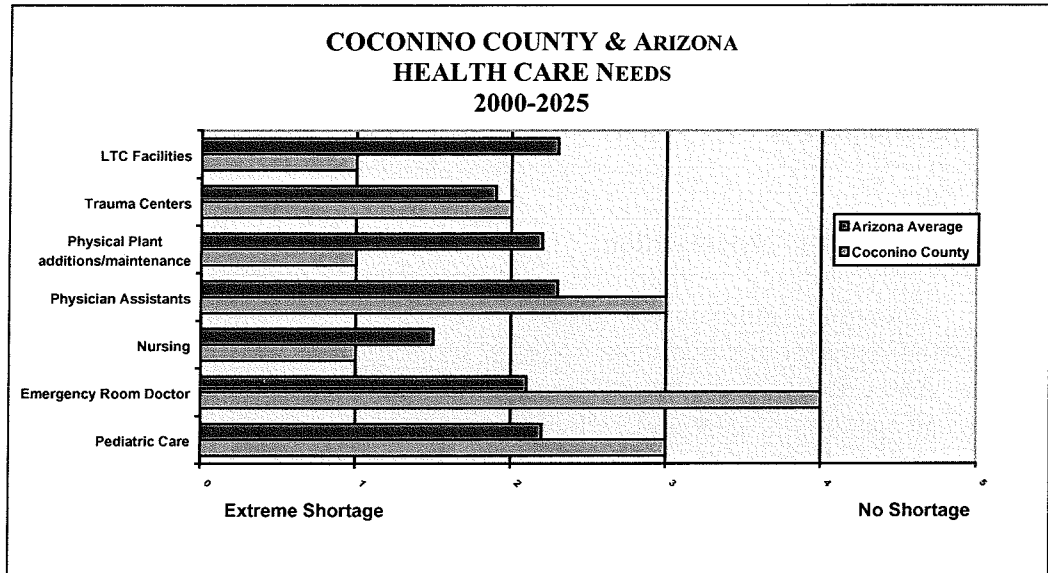
	Coconino County	Arizona County Average/ Median
School Age Population	21,000	55,693.6/ 24,115.2
Student/ Teacher Ratio	28:1	18.7:1/ 20
	Flagstaff / Rural	
Average Elem. School Size	467/ 360	333.3/ 424.5
Average Middle School Size	604/ 637	319.9/ 336
Average High School Size	1,234/ 503	567.9/ 561

When future higher education needs are considered, Coconino County indicated an extreme need in all specific areas, including built physical capital and the maintenance and upgrading of physical capital, instructor training, new hiring and technology upgrades. Coconino County scored a 3 in the categories related to both an anticipated 75% increase in student population by 2025 as well as needing to increase its number of schools by 75% over the next twenty-five years. Since earlier indications were that the County lacks certain infrastructure, one can extrapolate that while increases in the number of schools are necessary, an increase of 75% is probably excessive.

Of some interest is Coconino County's apparent dichotomy of "distance learning" technology between Northern Arizona University (NAU) and other students throughout the County. While NAU makes use of "distance learning" technologies, other schools in Coconino County, including Coconino Community College make much less, if any, use of such technologies.

Health Care

Coconino County has a total of 258 licensed hospital beds, which is much less than the statewide county average number of hospital beds (739.7), and lower than the median of 345 beds. The bulk of the County's hospital beds (195) are located at the Flagstaff Medical Center, with less than 25%



of the County's beds located at the Page Hospital and the Guidance Center. Additionally, there is an Indian Health Services facility located in Tuba City, but data on the number of beds at that facility is unavailable.

Coconino County differs somewhat in the health-related areas it anticipates it will have shortages of in 2025 when compared to other areas of the state. For instance, Coconino County indicated that it expects little or no shortage in the area of emergency room doctors and some shortage of physician assistants. The statewide county averages indicated a higher need (that is, greater shortages) in these areas. Coconino County does, however, foresee an extreme need in the areas of nursing, infrastructure additions and maintenance, and long-term care facilities, scoring a 1 in each category. Additionally, the County indicated a need for diagnostic imaging equipment and facilities in the Page area.

Coconino County strongly agrees that it will need to increase hospital beds by at least 50% by 2025 to maintain current service standards. This finding is not unique to Coconino – the state as a whole indicated the same need, with an average county score of 1.5 and median score of 1. Coconino has developed or is developing a long-range health care plan to forecast and plan the future of health care services in the County, scoring a 1 in that category.

Transportation

Coconino County has 135 freeway miles within it, well above the statewide average and median number of miles. The County indicated that it would not need to significantly increase

its highway miles by 2025. Like other rural counties, Coconino was adamant that a light rail transit system would not be a viable transportation option by 2025. Coconino indicated neutrality regarding the role of multimodal transportation in the County, scoring a 3 in that category.

Coconino County believes that there is a transportation funding shortage in Arizona, scoring a 1 in that category. Unlike other counties, however, Coconino did not indicate that a lack of such funds adversely impacts its ability to provide goods and services to its citizens. The County has developed a five-year regional land use and transportation plan to assess its future transportation needs.

Water Usage and Conservation

Coconino County is not subject to any water conservation requirements. Among the sources of its water are municipal systems, water districts, private water companies and hauled water. The County agrees that its year round water needs are being met and that there is a sufficient volume of water and sufficient sustainability of water for growth to the year 2025, scoring a 2 in all three categories. These findings conflict with most other areas of the state, which were not as confident that they would have a sufficient volume and sustainability of water over the next twenty-five years.

Criminal Justice System

Of the state's total prison population, 529 were convicted in Coconino County, representing 1.9% of the state's prison population. Coconino County has more judges (15.5 FTEs) and more courtrooms (14) than the statewide county median number of judges and courtrooms. As far as public defenders, Coconino County has about half as many (17) as the statewide county average number of 33.4, but slightly more than the median of 15.

Coconino County is neutral regarding the need to invest in additional jail/ prison space by 2025. If additional space is needed, however, the County does not believe current funding mechanisms

	Coconino County	County Average	County Median
Inmates	529	1,830	817
Judges	15.5 FTE	16.8	10
Courtrooms	14	15.9	9
Public Defenders	17	33.4	15
Opinion Answs.			
Increase Jail Space 50%	3	1.3	1
Funding Mechanism is in Place	4	3.3	1
Increase Judges by 50%	2	1.5	4
Increase Court Rooms by 50%	2	1.6	1
Increase Public Defenders by 50%	5	1.9	1.5
Opinions: 1 = Strongly Agree 5 = Strongly Disagree			

(such as bond elections) would be sufficient to fund the additional construction. The County agrees that its number of judges and courtrooms will need to increase by at least 50% by 2025 to maintain current service levels. Interestingly, Coconino does not anticipate the need to substantially increase its number of public defenders by 2025, scoring a 5 in that category. By comparison, the statewide average score was 1.9 and the median score was 1.5.

Coconino County Facts

Current Population: 116,320*

2025 Population: 176,840**

Labor Force: 64,223

Unemployment Rate: 4.3%

Major Industries: Services, Retail Trade,
Public Administration

*Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001*

**U.S. Census Bureau, April 1, 2000 Census*

***County Survey*

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Coconino County	75,008	96,591	116,320

Major Cities/Communities

Flagstaff	34,641	45,857	52,894
Fredonia	1,040	1,207	1,036
Leupp, Navajo Nation	1,298	1,503	970
Page	4,907	6,598	6,809
Tuba City, Navajo Nation	5,045	7,323	8,225
Williams	2,266	2,532	2,842

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	23.7%
15-24	19.5%
25-44	29.2%
45-64	20.7%
65+	7.0%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

<i>Race</i>	% of total
White	63.1%
African American	1.0%
Native American	28.5%
Asian or Pacific Islander	0.9%
Other	6.5%
Totals	100.0%
Hispanic Heritage*	10.9%

Source: U.S. Census Bureau, April 1, 2000 Census

** Persons of Hispanic heritage can be of any race*

Employment by Sector

Manufacturing	2,475
Mining and Quarrying	50
Construction	3,400
Transportation, Communication, and Public Utilities	1,775
Trade	14,250
Finance, Insurance, and Real Estate	1,400
Services and Miscellaneous	17,075
Government	20,775

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001

Wages

Hourly Compensation

Median Wage	\$10.41
Average Wage	\$13.04
Entry Wage	\$6.50
Experienced	\$16.31

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Population	21,000
Average Student/Teacher Ratio	28:1

Source: County Survey

Health Care

Licensed Hospital Beds	258
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Major Hospitals:

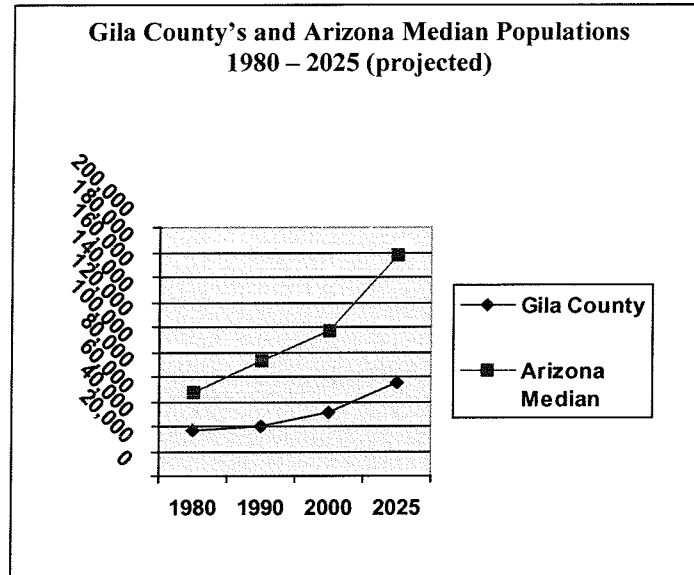
Aspen Hill Hospital, Tuba City
Flagstaff Medical Center, Flagstaff
Page Hospital, Page

Source: Department of Health Services

Gila County

Since 1990, Gila County's population has grown by 27.6% to 51,335. By 2025, the County expects its population to increase to 75,000. Approximately 25% of Gila's population is located in the city of Globe. Like eight other rural counties, all of Gila is a designated Enterprise Zone, meaning that businesses located within the County are provided certain tax incentives to develop or expand their facilities or operations. There is no Metropolitan Planning Organization or other such entity responsible for long-range planning in Gila County.

The bulk of the land in Gila County belongs to the U.S. Forest Service (55.5%) and the Apache Indian Tribe (37%). Only 3.7% of the land in Gila is privately owned. The County is home to several areas of major commerce, including copper production, ranching, timber, tourism and recreation. The labor force in Gila is 17,425 and the unemployment rate is 5.3%. The average wage in Gila is \$12.85/hour with the best paying industries being transportation and public utilities, agriculture and construction.



There are a high number of retirees in Gila, with 19.8% of the population age 65 and up. However, the greatest shortages and needs Gila anticipates it will face through 2025 are in the areas of education and criminal justice. The County believes it will have a significant need for both physical and intellectual capital related to education and criminal justice over the next twenty-five years. These needs include teachers, classrooms, jails and judges.

Education

Gila County's current K-12 public school pupil population is 8,974, much less than the statewide median county's K-12 population of 24,115.2. Gila has the largest student to teacher ratio of all of Arizona's counties. At 33 to 1, Gila's student to teacher ratio is 65% greater than the county median of 20 to 1 and nearly twice the county average of 18.7 to 1.

Gila's average elementary school size of 408 students is not significantly less than the statewide county median of 424 students per elementary school. However, Gila's average middle school size of 216 students and high school size of 234 students is substantially less than the statewide medians of 336 middle school students and 561 high school students.

Gila scored either a 1 or 2 in each of the five areas used to gauge the resources most needed in 2025 to meet the County's higher education needs. These categories were building physical capital, maintaining and upgrading physical capital, intellectual capital such as instructor training, intellectual capital such as new hires and technology upgrades. In all five areas Gila's scores indicated that its needs equaled or exceeded those of the rest of the counties. Gila scored a 1, indicating an extreme need, in the categories of maintaining and upgrading physical capital, intellectual capital such as instructor training and intellectual capital such as new hires. Both building physical capital and technology upgrades scored a 2.

Although these scores indicate that Gila anticipates greater education needs (and potential shortages) over the next 25 years than do other parts of the state, in terms of priorities Gila's needs parallel those of most of the state. For example, at a statewide median score of 3, building physical capital registered as the lowest overall statewide need. While still a high priority, built physical capital (in addition to technology upgrades) also registered as Gila's lowest need.

	Gila County	Arizona County Average/ Median
School Age Population	8,974	55,693.6/ 24,115.2
Student/ Teacher Ratio	33:1	18.7:1/ 20
Average Elem School Size	408	333.3/ 424.5
Average Middle School Size	216	319.9/ 336
Average High School Size	234	567.9/ 561

Interestingly, Gila's full-time college student population of 468 is well below the statewide county median of 2,368. However, the County's part-time college student population of 4,213 was only slightly below the statewide county median of 4,831. This is a possible indicator that the vast majority of Gila's college student population is using college for recreational education and not academic education in pursuit of a degree.

Gila County foresees a substantial increase in its higher education student population by 2025 as a result of an emphasis on "distance learning". Despite the forecast of an increased student population, the County does not expect the need to dramatically increase its number of schools -- the increase in student population is expected to be accommodated by a more efficient use of its two current campuses and "distance learning".

Health Care

Gila County currently has 115 licensed hospital beds, 49 located at the Cobre Valley Community Hospital (CVCH) and 66 at the Payson Regional Medical Center. This represents 1 bed per 446 residents, compared to a statewide county median of 1 bed per 457 residents. Like most of the counties, Gila anticipates severe shortages in 2025 in the area of nursing (which scored a 1) as well as substantial shortages in pediatric care and emergency room doctors.

Additionally, the County indicated that it expects severe shortages in less traditional health related areas such as imaging and lab technicians as well as pharmacists.

Gila believes that it will need to increase its number of hospital beds by 25% by 2025 in order to maintain the County's current level of service. While Gila has done little in the way of developing a long-range plan to forecast and provide for its future health care needs, the County indicated that the CVCH would be willing to participate in such an effort. This may be a sign that long-range health care planning may be more achievable in Gila than in many other areas of the state.

Transportation

Gila County currently has no freeway miles, relying instead on State Routes. By 2025, Gila would like to see an extension of State Route 60 from Florence Junction to Globe, an all-weather crossing of the Tonto Creek and the paving of Forest Service Road 512 from State Route 260 to Young.

Most of Gila's transportation scores were in line with the statewide county median scores, indicating that Gila's transportation needs are very similar to those of the rest of rural Arizona. The County was neutral regarding whether multimodal transportation plays a role in its transportation plans. Like most of the counties, Gila indicated that a light rail system would not be a viable transportation option in 2025. Gila strongly agreed that there is a lack of transportation funding in Arizona and that the lack of such funds adversely impacts its ability to provide goods and services to its citizens. In order to deal with future transportation needs, Gila has developed a needs study that demonstrated a shortfall of available transportation funds for the County through 2010. The study, however, was silent on ways of addressing the shortfall.

Water Usage and Conservation

With most of Gila County (approximately 96.3%) designated as federal or state land, almost all of the water available to the County, with the exception of limited groundwater, is owned or controlled by entities other than Gila County residents. Like other areas of the state, Gila's ability to provide water in the future is partially dependent on the outcome of negotiations with Native Americans and entities such as the U.S. Forest Service. Gila County is currently experiencing sporadic water shortages and anticipates future water shortages as being a major deterrent to its economic development.

Criminal Justice System

Gila County's current jail population is approximately 144 inmates, 13% below the County's capacity of 165. Of the state's total prison population, 379 (or 1.4%) were convicted in Gila. There are 3.3 judges available to the County, well below the statewide county median of 10 and average of 16.8. With 3 courtrooms, Gila is below the county median of 9 and average of

15.9. Although the number of judges and courtrooms available to Gila are less than those available to most of the state's counties, with 15 public defenders Gila is right in line with the statewide median number of public defenders.

Like most other counties, Gila strongly agreed that it would need to invest in additional prison space by 2025, scoring a 1 in that category. Gila scored a 2 in the category of whether current funding mechanisms (such as bond elections) are sufficient to finance future prison construction, indicating that the County is comfortable that bond elections or a special jail improvement district are sufficient mechanisms to obtain future prison funding. By contrast, the statewide county median score of 4 indicates that many of the other counties anticipate more of a reliance on outside funding sources than does Gila.

Not surprising considering its relatively low number of judges and courtrooms, Gila strongly agrees that it will need to increase its judges and courtrooms by at least 50% by 2025, scoring a 1 in both categories. Interestingly, despite a comparatively high number of public defenders, Gila also scored a 1 in the category of needing to increase public defenders by at least 50% over the next twenty-five years.

	Gila County	County Average	County Median
Inmates	379	1,830	817
Judges	3.3	16.8	10
Courtrooms	3	15.9	9
Public Defenders	15	33.4	15
Opinion Answs.			
Increase Jail Space 50%	1	1.3	1
Funding Mechanism is in Place	2	3.3	4
Increase Judges by 50%	1	1.5	1
Increase Court Rooms by 50%	1	1.6	1
Increase Public Defenders by 50%	1	1.9	1.5
Opinions: 1 = Strongly Agree 5 = Strongly Disagree			

Gila County Facts

Current Population: 51,335*

2025 Population: 75,000**

Labor Force: 17,425

Unemployment Rate: 5.3%

Major Industries: Services,
Construction,
Wholesale Trade

Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001

*U.S. Census Bureau, April 1, 2000 Census Please note: Data on the various tables may not
agree due to differing sources and dates of collection

**County Survey

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Gila County	37,080	40,216	51,335
<i>Major Cities/Communities</i>			
Globe	6,886	6,062	7,486
Hayden	1,205	909	892
Miami	2,716	2,018	1,936
Payson	5,068	8,377	13,620
San Carlos, Apache Reservation	7,542	7,294	9,385
Winkelman	1,060	676	443

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	20.7%
15-24	10.8%
25-44	22.3%
45-64	26.4%
65+	19.8%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

Race	% of total
White	77.8%
African American	0.4%
Native American	12.9%
Asian or Pacific Islander	0.5%
Other	8.4%
Total	100.0%

Hispanic Heritage*

16.6%

Source: U.S. Census Bureau, April 1, 2000 Census

*Persons of Hispanic heritage can be of any race

Employment by Sector

Manufacturing	1,075
Mining and Quarrying	650
Construction	975
Transportation, Communication, and Public Utilities	450
Trade	3,350
Finance, Insurance, and Real Estate	275
Services and Miscellaneous	2,650
Government	4,625

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, October 2001.

Wages

Hourly Compensation

Median Wage	\$11.00
Average Wage	\$12.85
Entry Wage	\$6.63
Experienced	\$15.96

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Population	8,974
Average Student/Teacher Ratio	33:1

Source: County Survey

Health Care

Licensed Hospital Beds	115
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Major Hospitals:

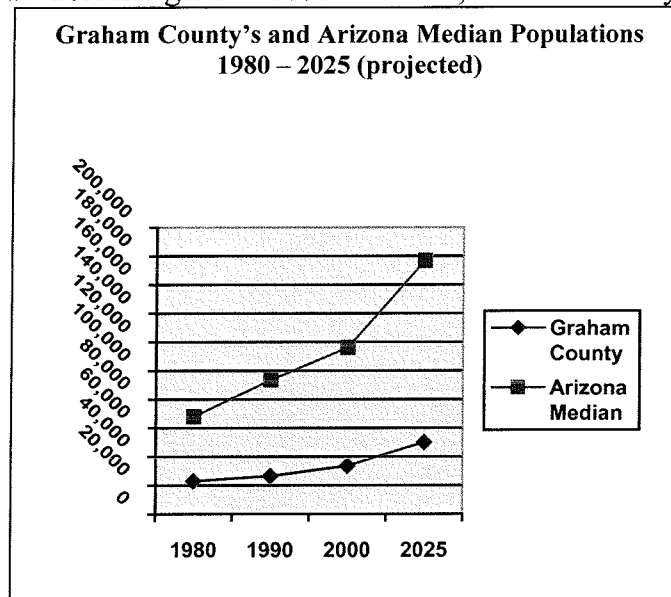
Cobre Valley Community Hospital, Globe
Payson Regional Medical Center, Payson

Source: Department of Health Services

Graham County

With a population of 33,489, Graham County is one of Arizona's least populated counties. While the state's population as a whole has grown 40% since 1990, Graham County's population has increased by only 26.1%. By 2025, Graham estimates its population will grow by approximately 49% to 50,000.

Farming, ranching, recreation and tourism are the major industries in Graham County. Additionally, the entire County has been designated as an Enterprise Zone. The County has a labor force of 10,571 people and an unemployment rate of 6.5%. The majority of Graham's residents (27.3%) are between the ages of 25 and 44, indicating that the County's future planning must take into account a potentially large elderly population.



Graham County is unique in that it is home to the only two federally designated riparian areas in the United States. Additionally, most of the County sits in a transition area between two major biomes. Both of these inimitable characteristics have played a role in the County's slower growth rate. Although its population is less than most of Arizona's counties, Graham's anticipated needs through 2025 are similar to those of most of the state's rural areas. The County's most pressing future needs appear to be for intellectual capital such as instructors and judges and physical capital such as courtrooms. Unlike most counties, Graham is having a difficult time in meeting its current water needs. This problem will likely exacerbate over the next twenty-five years.

Education

Graham County's school age population is 5,003, whereas the median county school age population is 24,115.2. The ratio of students to teachers in Graham County is 26 to 1, one of the highest ratios in the state. The average county student to teacher ratio is 18.7 to 1 and the median ratio is 20 to 1. Interestingly, at 632 students, Graham's average elementary school size is nearly twice the statewide county average of 333.3. This disparity, however, is not reflected in Graham County's average middle and high school sizes, both of which are below the statewide county averages.

When scoring Graham County's additional higher education resource needs through 2025, hiring new teachers and maintaining and upgrading existing physical capital ranked highest. While the need for such resources are consistent with those of the rest of the state,

Graham deviates from most other counties by indicating that new physical infrastructure needs are not important. In that category Graham scored a 5, whereas the statewide county average score was 2.7 and the median score was 3.

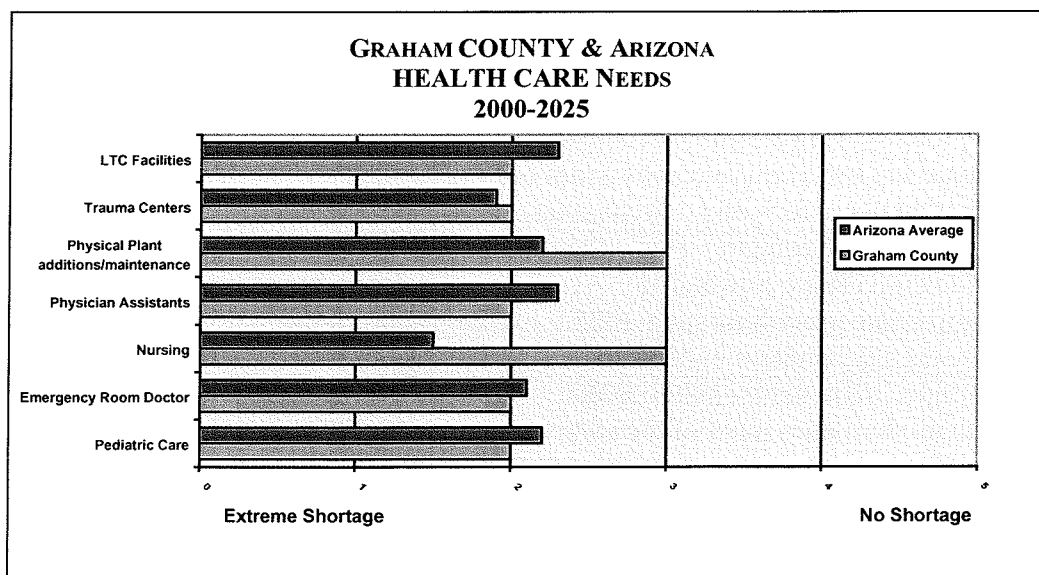
The County did, however, stress some need for additional elementary schools through 2025, probably reflecting its large elementary school population, although not a need to increase elementary schools by 75%. Graham scored a 3 in that category, consistent with the state's median county score of 2.8. As indicated above, Graham did not report much of a need to expand middle and high schools.

	Graham County	Arizona County Average/Median
School Age Population	5,003	55,693 6/ 24,115.2
Student/Teacher Ratio	26:1	18.7:1/ 20
Average Elem School Size	632	333.3/ 424.5
Average Middle School Size	205	319.9/ 336
Average High School Size	401	567.9/ 561

Graham appears to be ahead of most counties in making use of “distance learning” technologies, scoring a 1 in that category. The County also expects “distance learning” to play a significant role in its education system through 2025.

Health Care

Graham County has 59 licensed hospital beds, substantially less than the statewide county median number of 345. The state's median ratio of people to beds is 457 to 1 -- in Graham County this ratio is 567 to 1.



In 2025, Graham foresees substantial shortages in pediatric care, emergency room doctors, physician assistants, trauma centers and long term care facilities, scoring a 2 in each of the categories. These predicted shortages are also seen throughout most of the state's other counties. Unsurprisingly, Graham scored a 1 in the category of needing to increase hospital beds

by at least 50% by 2025. The County scored a 4 in the category of developing a long-range health care plan, indicating that it has done very little in the way of future health care planning. The statewide county average score for developing long-range health care plans was 2.5 and the median score was 3.5.

Transportation

Like most of rural Arizona, Graham County does not see a light rail transit system as a viable transportation option by 2025, scoring its viability a 5. The County was neutral regarding a need to substantially increase its highway miles over the next twenty-five years. Graham does, however, strongly agree that there is a transportation funding shortage in Arizona and that a lack of such funds adversely impacts the County's ability to provide goods and services to its citizens. Graham has developed long-range transportation plans to deal with future transportation needs and has also worked in conjunction with the Arizona Department of Transportation to develop a twenty-year statewide plan.

Water Usage and Conservation

Graham County is in a unique situation in that its ability to provide water in the future is at least somewhat dependent on the outcome of litigation involving the Gila River Indian Community (GRIC). The GRIC claims an annual entitlement to over 1.5 million acre-feet in the Gila River General Stream Adjudication. In addition to the Gila River, Graham derives its water from wells and from the natural runoff of surrounding mountains.

Graham County feels strongly that its current year round water needs are not being met, scoring a 5 in that category compared to the average county score of 1.9 and median score of 2. Graham also scored a 5 in the category of whether it has a sufficient volume of water to accommodate growth through 2025, indicating that Graham expects to experience more severe future water shortages than does most of the state.

Criminal Justice System

The Safford Prison complex is located in Graham County and houses 1,624 inmates. Of the state's total prison population of 27,451 inmates, 183 were convicted in Graham County. Graham has

	Graham County	County Average	County Median
Inmates	183	1,830	817
Judges	2	16.8	10
Courtrooms	1	15.9	9
Public Defenders	5	33.4	15
Opinion Answs.			
Increase Jail Space 50%	2	1.3	1
Funding Mechanism is in Place	4	3.3	4
Increase Judges by 50%	1	1.5	1
Increase Court Rooms by 50%	1	1.6	1
Increase Public Defenders by 50%	2	1.9	1.5
Opinions: 1 = Strongly Agree 5 = Strongly Disagree			

only 2 judges, 1 courtroom and 5 indigent defense attorneys, all well below the statewide county median of 10 judges, 9 courtrooms and 15 public defenders. Not surprisingly, Graham believes it will have to substantially increase its number of judges, courtrooms and public defenders by 2025 in order to maintain its current levels of service. In those three categories, Graham's average score was 1.3, similar to the statewide county average score of 1.7 and median score of 1.2.

Like most other areas of the state, Graham felt it will need to invest in additional prison space by 2025, scoring a 1 in that category. Graham scored a 2 in the category of whether current funding mechanisms are sufficient to finance future prison construction, indicating that it will need additional means if it is to complete its anticipated construction needs.

Graham County Facts

Current Population: 33,489*

2025 Population: 50,000**

Labor Force: 10,571

Unemployment Rate: 6.5%

Major Industries: Public
Administration,
Services,
Manufacturing

*Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001*

**U.S. Census Bureau, April 1, 2000 Census*

***County Survey*

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Graham County	22,862	26,554	33,498

Major Cities/Communities

Pima	1,599	1,725	1,989
Safford	7,010	7,359	9,232
Thatcher	3,374	3,763	4,022

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	24.8%
15-24	17.3%
25-44	27.3%
45-64	18.7%
65+	11.9%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

Race	% of total
White	67.1%
African American	1.9%
Native American	14.9%
Asian or Pacific Islander	0.6%
Other	15.4%
Total	99.9%

Hispanic Heritage* 27.0%

Source: U.S. Census Bureau, April 1, 2000 Census

**Persons of Hispanic heritage can be of any race*

Employment by Sector

Manufacturing	275
Construction	250
Transportation, Communication, and Public Utilities	150
Trade	1,975
Finance, Insurance, and Real Estate	175
Services and Miscellaneous	1,525
Government	2,725

Source: Prepared in cooperation with the U S Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001

Wages

<i>Hourly Compensation</i>	
Median Wage	\$10.79
Average Wage	\$12.37
Entry Wage	\$6.14
Experienced	\$15.48

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Population	5,003
Average Student/Teacher Ratio	26:1

Source: County Survey

Health Care

Licensed Hospital Beds	59
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Major Hospitals:

Mount Graham Community Hospital, Safford

Source: Department of Health Services

Greenlee County

According to the 2000 Census, the population of Greenlee County is 8,547, which is a 6.7% population increase since 1990. Greenlee is the least populated county in the state and has experienced the slowest rate of growth over the past ten years of any of the state's counties. By comparison, the state's second least populated county, La Paz, has a 131% greater population than Greenlee and has experienced a 42.4% population increase since 1990.

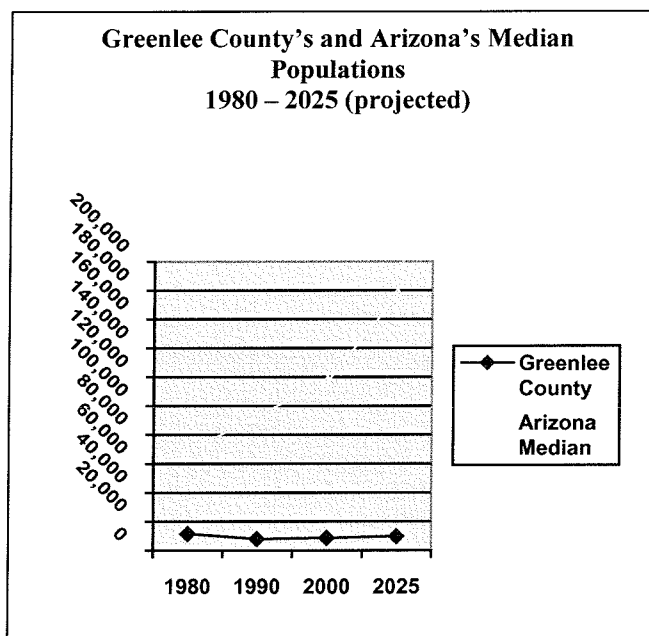
The County anticipated that its projected population would be approximately 9,600 in the year 2025. This would be achieved at a 5% rate of growth -- the lowest anticipated future growth rate in the state.

Part of the reason for Greenlee's slow growth rate is the fact that nearly all of the County is government-owned. Only 8.1% of Greenlee's land is privately owned. Additionally, the County suffers from a higher unemployment rate (9.4%) than nearly every other county in the state. The Majority of Greenlee's 4,125-person workforce is employed in mining and quarrying. The County has little in the way of retail and service oriented jobs. With such little anticipated growth over the next twenty-five years, it is unlikely the County's economic and employment fortunes will reverse.

Greenlee deviates from most of the state in that it does not anticipate substantial infrastructure or human capital needs through 2025. Unlike larger and more rapidly growing counties, Greenlee simply doesn't have the population to support large infrastructure investments. The needs the County does anticipate are, like other parts of the state, related to education.

Education

Greenlee County's school age population is approximately 1,906, much less than the statewide county average and median school age populations. Greenlee's student to teacher ratio is 17 to 1, lower than both the county average ratio (18.7 to 1) and the county median ratio (20 to 1).



Greenlee County's average school sizes in its elementary, middle and high schools are less than the corresponding averages and medians for the state. The average elementary school size in Greenlee County is 297, while the statewide average is 333.3 and the statewide median is 424.5. Greenlee's average middle school size is 220, compared to an average size of 319.9 and median size of 336. With an average size of 275 students, Greenlee's high schools show the largest disparity in school sizes when compared to the rest of the state. The statewide county average for high schools is 567.9 and the median is 561.

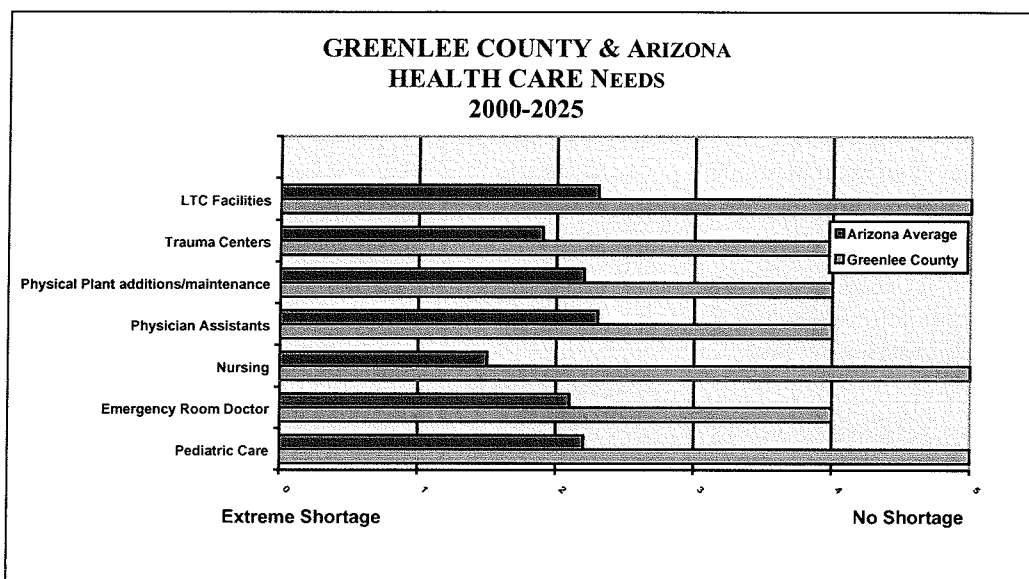
Greenlee County anticipates that its most pressing higher educational needs in 2025 will be the hiring of new teachers and the maintaining and upgrading of existing physical infrastructure, which both scored a 1. With a score of 2, building new physical infrastructure is also a significant anticipated need in Greenlee. Instructor

training and upgrading technology to address increases in demand over the next twenty-five years each scored a 3. Not surprising given the County's low expected growth rate, Greenlee indicated that it does not anticipate a large increase in its student population and it will not need to substantially increase its number of schools by 2025. While Greenlee does not currently make use of "distance learning" technology, the County anticipates that such technology will play a significant role in its education system over the next twenty-five years.

	Greenlee County	Arizona County Average/ Median
School Age Population	1,906	55,693.6/ 24,115.2
Student/ Teacher Ratio	17:1	18.7:1/ 20:1
Average Elem School Size	297	333.3/ 424.5
Average Middle School Size	220	319.9/ 336
Average High School Size	275	567.9/ 561

Health Care

There are no hospitals or hospital beds in Greenlee County. Rather, the County relies on the Morenci Healthcare Center, which is an outpatient clinic and a 24-hour urgent care center. The only other medical service available in the County is one doctor and the County Health Department.



Interestingly, Greenlee anticipates no severe health-related shortages through 2025. The County scored either a 4 or 5 in each of the following areas used to gauge future needs: pediatric care, emergency room doctors, nursing, physician assistants, physical plan additions and maintenance, trauma centers and long-term care facilities. Greenlee did indicate that it has developed or is developing a long-range health care plan to forecast and deal with the County's future needs.

Transportation

There are no freeway miles within Greenlee County and the County foresees no need for any miles through 2025. Greenlee County strongly agrees that there is a transportation funding shortage in the state and that this shortage adversely affects the County's ability to provide goods and services to its citizens. Like most of the state, Greenlee does not foresee a light rail transit system as a viable option for the County by 2025, scoring a 5 in that category. Greenlee County also indicated that multimodal transportation does not have a role in the County's transportation plan. Greenlee County either has or is developing a long-range transportation plan to deal with its future transportation needs.

Water Usage and Conservation

Greenlee County is not subject to water conservation requirements and derives its water from groundwater and surface water. The County indicated that its current year round water needs are being met but does not believe it has a sufficient volume of water or sustainability of water for future growth to 2025, scoring a 5 in both categories.

The County is concerned that its water supply is dependent upon the outcome of the Native American water litigation recently filed against Graham and Greenlee Counties. The County believes that an adverse decision to the counties would require the purchase of water from the Native American Tribes. This unresolved issue lends a large degree of uncertainty to the County's long-term water consumption planning efforts.

Criminal Justice System

Concurrent with the County's low population, only .2% of the state's prison inmates were convicted in Greenlee County. It has a fewer number of judges (4) and courtrooms (4) than the statewide county average and median number of courtrooms and judges. Greenlee County has no public defenders and has an arrangement that indigent defense is provided through contract attorneys. By contrast, the median county has 15 public defenders.

Greenlee County is neutral about the need to invest in jail/prison space by 2025 and strongly disagrees that current funding mechanisms are sufficient to finance any future construction, scoring a 5 in that category.

Furthermore, Greenlee either disagrees or strongly disagrees that its number of judges, courtrooms and public defenders will need to increase by 50% over the next twenty-five years to maintain current levels of service. Since the County anticipates only minimal growth through 2025, its need for additional criminal justice resources is limited.

	Greenlee County	County Average	County Median
Inmates	25	1,830	817
Judges	4	16.8	10
Courtrooms	4	15.9	9
Public Defenders	0	33.4	15
Opinion Answs.			
Increase Jail Space 50%	3	1.3	1
Funding Mechanism is in Place	5	3.3	4
Increase Judges by 50%	5	1.5	1
Increase Court Rooms by 50%	5	1.6	1
Increase Public Defenders by 50%	5	1.9	1.5
Opinions: 1 = Strongly Agree 5 = Strongly Disagree			

Greenlee County Facts

Current Population: 8,547*

2025 Population: 9,600**

Labor Force: 4,125

Unemployment Rate: 9.4%

Major Industries: Construction

Retail Trade

Sources: Arizona Department of Economic Security, Special Unemployment Report, September 2001

**U.S. Census Bureau, April 1, 2000 Census*

***County Survey*

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Greenlee County	11,406	8,008	8,547

Major Cities/Communities

Clifton	4,245	2,840	2,596
Duncan	603	662	812
Morenci	2,736	1,799	1,879

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	25.9%
15-24	13.4%
25-44	28.2%
45-64	22.6%
65+	9.9%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

<i>Race</i>	% of total
White	74.2%
African American	0.5%
Native American	1.7%
Asian or Pacific Islander	0.2%
Other	23.5%
Total	100.1%

Hispanic Heritage*

43.1%

Source: U.S. Census Bureau, April 1, 2000 Census

**Persons of Hispanic heritage may be of any race*

Employment by Sector

Mining and Quarrying	2,350
Construction	400
Transportation, Communication, and Public Utilities	50
Trade	300
Services and Miscellaneous	225
Government	575

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001

Wages

Hourly Compensation

Median Wage	\$15.45
Average Wage	\$15.42
Entry Wage	\$12.41
Experienced	\$16.93

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Population	1,906
Average Student/Teacher Ratio	17:1

Source: County Survey

Health Care

Licensed Hospital Beds	0
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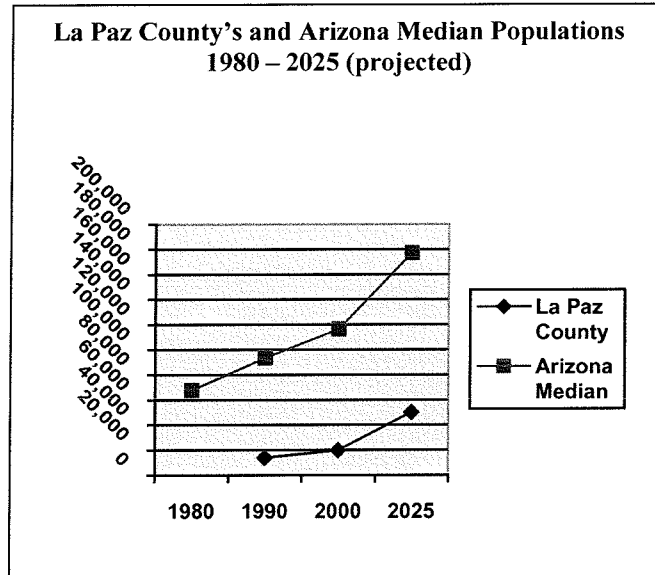
Major Hospitals:

Morenci Health Care Center, Morenci

Source: Department of Health Services

La Paz County

With an official U.S. Census population of 19,715, La Paz County is Arizona's second least populated county (at 8,547 residents, Greenlee County is the least populated). However, with a growth rate of 42.4% since 1990, the County's population is increasing at a greater rate than most areas of the state. La Paz believes that its population was undercounted in the Census and that its population is actually closer to 22,000. While most of the counties indicated that the official Census numbers accurately reflected their populations, La Paz maintains that the number of its residents living on reservations as well as those living in the Parker strip area were undercounted. Whether or not the U.S. Census numbers are accurate, La Paz is expecting its population to more than double by the year 2025, to approximately 50,000.



Due largely to the attraction of the Colorado River, tourism is La Paz County's number one industry with tourism revenues exceeding \$100 million annually. Agriculture adds approximately \$83 million to the County's economy. Wholesale trade and services are the best paying industries in La Paz. The average hourly wage in the County is \$11.99. All of La Paz County is an Enterprise Zone, although only 5.3% of the County's land is privately owned.

La Paz has a labor force of 7,450 and an unemployment rate of 5.3%. Slightly more than a quarter of the County's population is age 65 and higher, with 26.6% of the population between the ages of 45 and 64, indicating that the County's planning through 2025 should account for a large retirement community. La Paz's long-term needs are a mixed bag, with the County's greatest needs being educational technology upgrades, physical and human health-related capital and a large increase in public defenders. Additionally, the County's volume and sustainability of water through 2025 is in serious doubt.

Education

Not surprising for a county with a relatively low population, La Paz's current K-12 public school pupil population is 2,797, well below the statewide county median pupil population of 24,115.2. The average student to teacher ratio in La Paz is 18 to 1, nearly identical to the statewide average of 18.7 to 1 and less than the statewide median of 20 to 1.

Also reflective of the County's low population, La Paz's average elementary, middle and high school sizes are all less than the average and median statewide county school sizes. At 195

students, La Paz's average elementary school size is 41.5% smaller than the average school size of 333.3 students and 54% smaller than the median school size of 424.5 students. This disparity in classroom sizes diminishes somewhat in middle schools where La Paz's average school size of 220 students is 31% below the statewide county average. When examining high school populations, La Paz County's 49.3% fewer students than the statewide county average is similar to the differential La Paz experiences in its elementary school population.

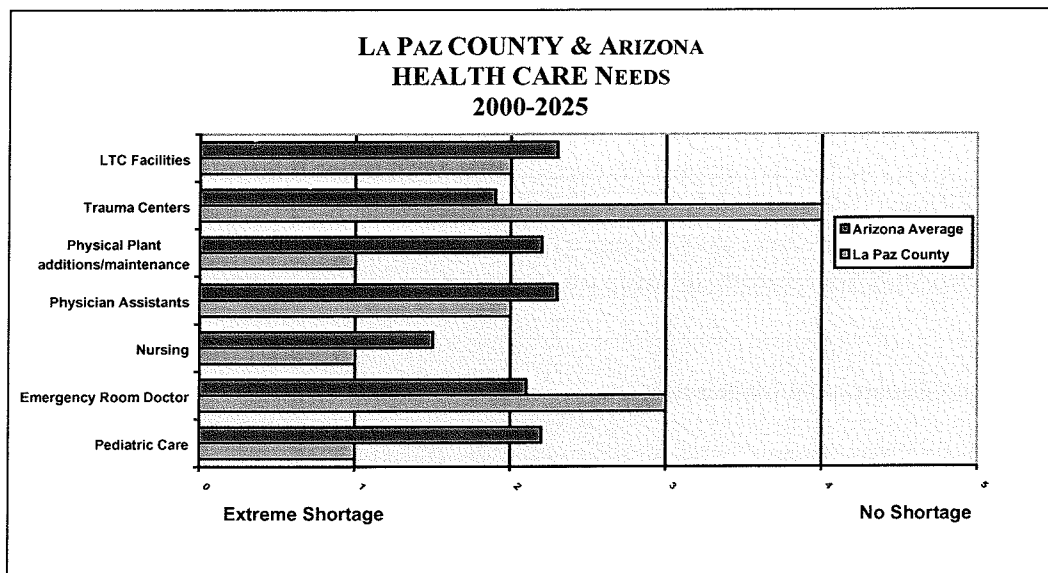
La Paz County's additional higher education resource needs in 2025 differed somewhat from most of the counties with La Paz ranking technology upgrades as the most extreme need, for a score of 1. The median county score for technology upgrades was 2, while the most pressing statewide need was an increase in intellectual capital (such as the hiring of new instructors), which had a median score of 1. La Paz also saw the need for additional intellectual capital as important, scoring it a 2. However, La Paz deviated from the average county by giving the maintenance and upgrading of its physical capital a score of 4, indicating that it is not a pressing future concern. By contrast, the average county score was 2.7 and the median score was 3.

La Paz does not anticipate a dramatic increase in its student population by 2025. Accordingly, La Paz does not foresee as much of a need as most areas of the state to increase its number of elementary, middle and high schools through 2025. The County did, however, indicate that "distance learning" would play a significant role in its education system over the next twenty-five years. In that category La Paz scored a 1, in line with most of the state.

Health Care

With 39 licensed hospital beds in La Paz County, the ratio of beds to population is approximately 505.5 to 1, compared to a statewide median ratio of 457 to 1. Accordingly, La Paz indicated that it

would need to increase its number of hospital beds by at least 50% in 2025 in order to maintain the County's current level of service.



In addition to the need for more hospital beds in 2025, La Paz foresees extreme shortages in pediatric care, nursing and physical plant additions, scoring a 1 in all three categories. While most of the other counties expect future shortages in those areas as well, only the statewide median score for nursing indicated as great of an expected shortage as La Paz's score, perhaps indicating that nursing will face the most extreme health-related shortage in Arizona's future as a whole. Additionally, La Paz predicts substantial shortages in physician assistants and long-term care facilities, scoring a 2 in both categories.

In terms of future health care shortages, the largest deviation La Paz recorded from the rest of the counties was related to trauma centers. La Paz scored a 4 in the category of expecting a shortage of trauma centers in 2025, indicating that the County expects little, if any, shortages. By comparison, most of the counties expect a significant shortage of trauma centers in the future, with an average score of 1.9 and a median score of 2.

Like most of the counties, La Paz has not developed an adequate long-range health care plan to forecast and provide for the County's future health care needs.

Transportation

The transportation findings of La Paz County did not significantly deviate from the statewide county data, particularly that data culled from the other rural counties. La Paz currently has 70 miles of freeway, which it does not foresee the need to substantially increase in 2025 in order to maintain the County's current level of service. While La Paz indicated that multimodal transportation plays a role in its current and future transportation plans (scoring a 2), the County does not see light rail as a logical transportation option by 2025, scoring its future viability a 4. Like most of the state, La Paz feels strongly that there is a transportation funding shortage in Arizona and that the lack of such funds adversely impacts its ability to provide goods and services to its citizens.

La Paz has developed, in cooperation with other entities, long-range plans to deal with its future transportation needs. This planning includes the Five-Year Capital Improvement Projects for Roads plan as well as working with the Western Arizona Council of Governments and the Federal Highway Administration on tactical and strategic planning.

Water Usage and Conservation

La Paz County derives its water from the Colorado River as well as from groundwater and is not subject to any water conservation requirements. The County is comfortable that its current year round water needs are being met, scoring a 2 in that category. However, in determining whether La Paz has a sufficient volume of water for future growth to 2025, the County scored a 4, indicating that it does not.

The County experienced a more significant deviation regarding sufficient sustainability of water to account for expected growth by 2025. In that category La Paz scored a 4, while the

average county score was 2.1 and the median score was 3. This may be an indication that La Paz will face more severe water shortages over the next twenty-five years than will most of the state.

Criminal Justice System

Of the state's total inmate prison population, only .5% were convicted in La Paz County. The County has 4 judges, 4 courtrooms and 4 public defenders. While these numbers are all below the statewide county median of 10 judges, 9 courtrooms and 15 public defenders, when La Paz's relatively low population is considered the county is not statistically much lower than most other counties.

La Paz deviates substantially from the statewide findings when assessing the County's needs through 2025. La Paz scored a 5 in the category of needing to invest in prison space by 2025 in order maintain its current levels of service, meaning that the County feels strongly that such an investment is unnecessary. The median county score for this category was 1 and the average score was 1.3, placing La Paz squarely at the opposite end of the spectrum. Not surprisingly given these results, La Paz also indicated that, should future financing become necessary, current funding mechanisms are sufficient to finance such construction, scoring a 2 in that category compared to a county median score of 4. Additionally, unlike most counties, La Paz does not believe it needs to substantially increase its number of judges or courtrooms by 2025, scoring a 5 in both categories.

	La Paz County	County Average	County Median
Inmates	134	1,830	817
Judges	4	16.8	10
Courtrooms	4	15.9	9
Public Defenders	4	33.4	15
Opinion Answs.			
Increase Jail Space 50%	5	1.3	1
Funding Mechanism is in Place	2	3.3	4
Increase Judges by 50%	5	1.5	1
Increase Court Rooms by 50%	5	1.6	1
Increase Public Defenders by 50%	1	1.9	1.5
Opinions: 1 = Strongly Agree 5 = Strongly Disagree			

Interestingly, these deviations between La Paz and the other counties did not materialize when it came to public defenders. La Paz believes that it will need to increase its public defenders by at least 50% by 2025, scoring a 1 in that category – the county median score was 1.5.

La Paz County Facts

Current Population: 19,715*

2025 Population: 50,000**

Labor Force: 7,450

Unemployment Rate: 5.3%

Major Industries: Retail Trade;
Wholesale
Trade; Finance,
Insurance &
Real Estate

*Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001*

**U.S. Census Bureau, April 1, 2000 Census*

***County Survey*

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
La Paz County	12,557	13,844	19,715

Major Cities/Communities

Bouse	618	515	615
Colorado River Reservation	2,504	3,035	4,326
Ehrenberg	1,210	1,226	1,357
Parker	2,542	2,897	3,140
Quartzsite	1,193	1,876	3,354
Salome/Wenden	709	1,457	2,246

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	17.0%
15-24	10.3%
25-44	20.4%
45-64	26.6%
65+	25.8%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

<i>Race</i>	<i>% of total</i>
White	74.2%
African American	0.8%
Native American	12.5%
Asian or Pacific Islander	0.5%
Other	12.1%
Total	101.0%
Hispanic Heritage*	22.4%

Source: U.S. Census Bureau, April 1, 2000 Census

**Persons of Hispanic heritage can be of any race*

Employment by Sector

Manufacturing	375
Construction	100
Transportation, Communication, and Public Utilities	225
Trade	1,525
Finance, Insurance, and Real Estate	125
Services and Miscellaneous	625
Government	2,425

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001

Wages

<i>Hourly Compensation</i>	
Median Wage	\$10.49
Average Wage	\$11.99
Entry Wage	\$6.57
Experienced	\$14.70

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Pupil Population	2,797
Average Student/Teacher Ratio	18:1

Source: County Survey

Health Care

Licensed Hospital Beds	39
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Major Hospitals:

La Paz Regional Hospital, Parker

Parker Indian Hospital

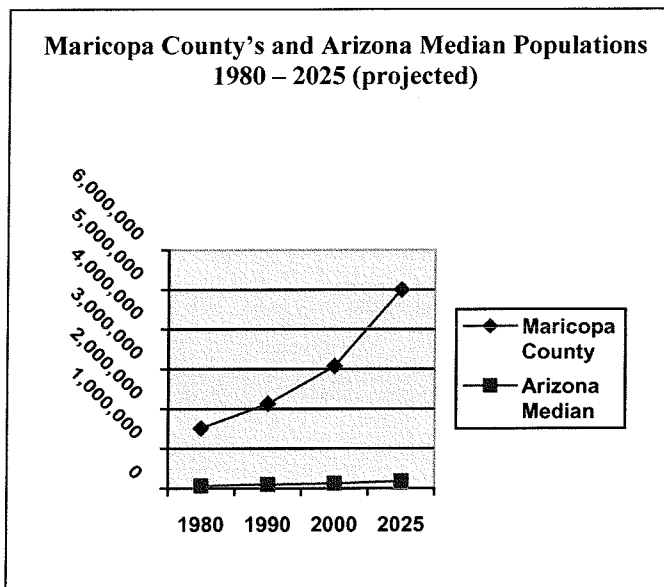
Source: Department of Health Services

Maricopa County

As home to 60% of Arizona's population, Maricopa is by far the state's most populous county (the second most populous county, Pima, accounts for 16.4% of the state's population). Since 1990, Maricopa's population has increased by 44.8%. By 2025, the County anticipates its population will increase another 63% to approximately 5 million.

Maricopa has a labor force of 1,531,336 and an average hourly wage of \$15.51. The County's unemployment rate of 3.2% is one of the lowest in the state. Of all of Arizona, Maricopa has by far the most diverse employment options. In the lower-income segments of the County, there are eleven designated Enterprise Zones.

Of Maricopa's 9,222 square miles, 29% is privately owned, providing the County with a greater opportunity than most of the state to grow over the next twenty-five years. Despite its already large urban population, the County shares many of the same concerns and anticipated needs experienced by its less populous and generally rural counterparts. In areas such as transportation, however, Maricopa's needs are dramatically different from the rural areas of the state.



Education

Maricopa County's school age population is approximately 520,000, by far the largest school age population in the state. This trend continues when the average sizes of elementary, middle and high schools are examined. Maricopa County's average elementary school size is 600 pupils, nearly doubling the statewide county average size of 333.3 and 176 more students than the median elementary school. Maricopa County's average middle school size is 900 pupils, compared to the state's average middle school size of 319.9 and median middle school size of 336. The average high school size in Maricopa County is 1,500 students, well above the statewide county average size of 567.9 and median size of 561.

Maricopa anticipates an extreme need in several higher education-related areas in 2025. Maricopa scored a 1 in the following categories: maintaining and upgrading existing physical capital, instructor training, hiring new instructors and technology upgrades. The County registered a more extreme need in all of those categories than the statewide county scores with the exception of the hiring of new instructors, which, like Maricopa, had a statewide median score of 1. Interestingly, Maricopa scored a 3 in the category of needing new physical

infrastructure in 2025, indicating than new structures are only moderately needed. This equals the statewide median score and demonstrates slightly less of a need than the statewide average score of 2.7.

Maricopa registered a score of 4 in the categories of needing to increase its elementary, middle and high schools by 75% in 2025 in order to maintain current sizes and ratios. The County also scored a 4 in the category of anticipating a 75% increase in its student population by 2025. This data seems to indicate that while Maricopa anticipates an increase in its student population and the subsequent need for additional schools, the County does not anticipate these needs to outpace its general population growth.

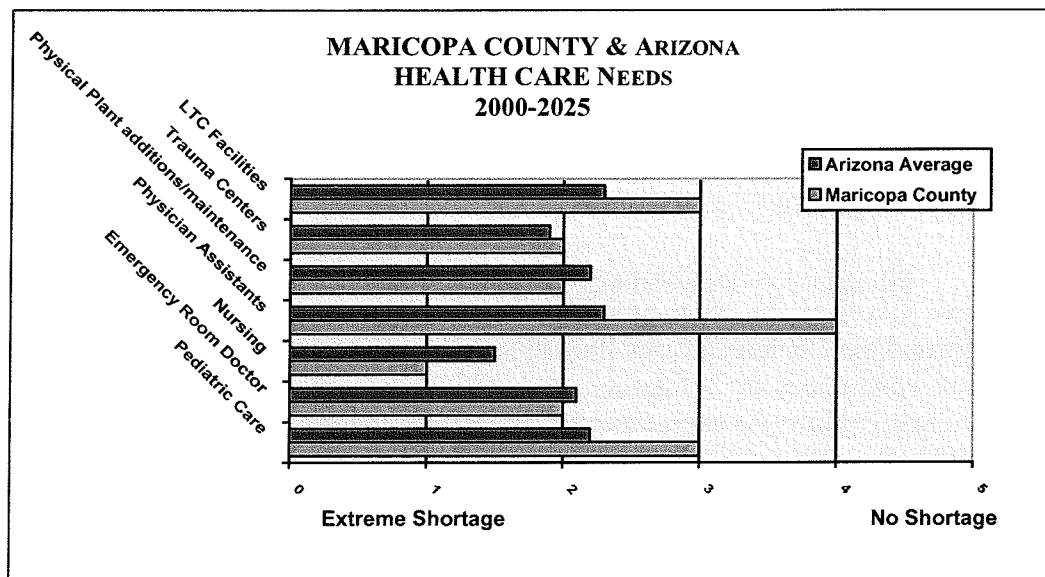
Maricopa has 21 universities and community colleges that serve 77,000 full-time students and 32,000 part-time students. The County currently makes use of “distance learning” technologies and indicated that such technologies will play a significant role in its education system over the next twenty-five years.

Health Care

There are 6,612 hospital beds in Maricopa, representing approximately 60% of the state’s 11,096 hospital beds. The ratio of residents to beds in Maricopa is 465 to 1, which is very close to the statewide median ratio of 457 to 1 and average ratio of 462 to 1.

Maricopa’s anticipated health-related shortages through 2025 either equal or are not as severe as those anticipated in other parts of the state. The County indicated that its most extreme

shortage would be in the area of nursing, scoring a 1 in that category, which equaled the statewide median score. Maricopa also indicated that it expects shortages in emergency room doctors, physical plant additions and maintenance and trauma



centers (particularly the staffing of trauma centers). The County scored a 2 in all three categories, in line with the other counties. Maricopa also indicated that it anticipates shortages in the area of allied health resources. Maricopa anticipates less (if any) of a shortage in the areas of pediatric care, long-term care facilities and physician assistants than the rest of the state. The

County strongly agreed that it would need to increase its number of hospital beds by at least 50% by 2025 to maintain its current level of service.

Maricopa scored a 5 in the category of developing a long-range health care plan to forecast and provide for its future health care needs, indicating that such a plan is “nonexistent.” The County does, however, believe that collaborative planning among healthcare organizations to meet future healthcare needs is critical.

Transportation

With over 274 miles of freeway within it, Maricopa County has far more freeway miles than any other county in the state.

Maricopa County appears to be looking for less traditional, more innovative solutions to its well publicized congestion problem. For instance, Maricopa County indicated that it did not need to increase its highway miles by 50% by 2025, although the County may need to increase vehicle miles traveled. This means that while the existing transportation system will need to carry more people across more miles, Maricopa will look to move those people through a more efficient use of its road system. Unlike every other county in the state, Maricopa scored a 1 in the category of a light rail transit system being a viable transportation option by 2025. The median county score regarding the future viability of light rail was 4.5. The County also scored a 1 in the category of multimodal transportation, indicating that it plays a significant role in the County’s transportation plan. The median score for multimodal transportation was 3.

Maricopa County believes that there is a transportation funding shortage in Arizona and that the lack of funding adversely impacts the counties’ (including Maricopa County’s) ability to provide goods and services to its citizens. The County has developed several long-range plans to deal with its future transportation needs.

Water Usage and Conservation

The Arizona Department of Water Resources classifies most of Maricopa County as an Active Management Area and the County receives its water from groundwater wells, surface water and the Central Arizona Project (CAP). Maricopa County agrees that its current year round water needs are being met. However, the County indicated that it would have neither a sufficient volume of water, nor a sufficient sustainability of water for the County to grow to the year 2025, scoring a 4 in both categories. The average score for future water volume was 2.5 and the average score for future water sustainability was 2.1 (the median score for both categories was 3), indicating that Maricopa may have a more difficult time meeting future water demands than will most of the state.

Criminal Justice System

The Lewis, Perryville and Phoenix prison facilities are all located in Maricopa County and house a combined 6,498 inmates. Of the state's total inmate population, 61.1% were convicted in Maricopa. The percentage of inmates convicted in Maricopa is nearly identical to the County's percentage of the state's total population.

The County has a far greater number judges (90), courtrooms (110) and public defenders (approximately 300) than any other county in the state. However, likely due to a large, rapidly growing population, Maricopa County indicated that it will need to increase its number of judges, courtrooms and public defenders by at least 50% by 2025 in order to maintain its current levels of service. Maricopa indicated that it would need to invest in additional prison/jail space to maintain current levels of service in the year 2025, scoring a 1 in that category, which was identical to the

	Maricopa County	County Average	County Median
Inmates	15,507	1,830	817
Judges	90	16.8	10
Courtrooms	110	15.9	9
Public Defenders	300	33.4	15
Opinion Answs.			
Increase Jail Space 50%	1	1.3	1
Funding Mechanism is in Place	4	3.3	4
Increase Judges by 50%	1	1.5	1
Increase Court Rooms by 50%	2	1.6	1
Increase Public Defenders by 50%	1	1.9	1.5

Opinions:
1 = Strongly Agree 5 = Strongly Disagree

median county score. Also in line with most other parts of the state, the County does not believe that current funding mechanisms are sufficient to finance future prison/jail construction. The County also noted that Proposition 400, which was passed by the voters in 1998 to increase taxes for additional construction, will only address anticipated space needs through 2010.

Maricopa County Facts

Current Population: 3,072,149*

2025 Population: 5,000,000**

Labor Force: 1,531,336

Unemployment Rate: 3.2%

Major Industries: Services;
Retail Trade;
Manufacturing

*Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001*

**U.S. Census Bureau, April 1, 2000 Census*

***County Survey*

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Maricopa County	1,509,175	2,122,101	3,072,149

Major Cities/Communities

Avondale	8,168	16,169	35,883
Buckeye	3,434	4,436	6,537
Carefree	964	1,666	2,927
Cave Creek	1,712	2,925	3,728
Chandler	29,673	90,533	176,581
El Mirage	4,307	5,001	7,609
Fountain Hills	2,771	10,030	20,235
Gila Bend	1,585	1,747	1,980
Gilbert	5,717	29,188	109,697
Glendale	97,172	148,134	218,812
Goodyear	2,747	6,258	18,911
Guadalupe	4,506	5,458	5,228
Litchfield Park	3,657	3,303	3,810
Mesa	152,453	288,091	396,375
Paradise Valley	11,085	11,674	13,644
Peoria	12,171	50,168	108,364
Phoenix	789,704	983,403	1,321,045
Queen Creek	1,378	2,667	4,316
Scottsdale	88,622	130,069	202,705
Sun City	40,505	38,126	38,309
Sun City West	3,772	15,997	26,344
Surprise	3,723	7,122	30,848
Tempe	106,920	141,865	158,625
Tolleson	4,433	4,434	4,974
Wickenburg	3,535	4,515	5,082
Youngtown	2,254	2,542	3,010

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	22.9%
15-24	14.3%
25-44	31.4%
45-64	19.8%
65+	11.7%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

Race	% of total
White	77.4%
African American	3.7%
Native American	1.8%
Asian or Pacific Islands	2.3%
Other	14.8%

Total 100%

Hispanic Heritage* 24.8%

Source: U.S. Census Bureau, April 1, 2000 Census

* Persons of Hispanic heritage can be of any race

Employment by Sector (in thousands)

Manufacturing	156.1
Mining & Quarrying	1.1
Construction	120.9
Transportation, Communication, & Public Utilities	83.4
Trade	372.0
Finance, Insurance, and Real Estate	123.1
Services and Miscellaneous	501.7
Government	193.3

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001.

Wages

Hourly Compensation

Median Wage	\$12.25
Average Wage	\$15.51
Entry Wage	\$7.30
Experienced	\$19.62

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Pupil Population	520,000
Average Student/Teacher Ratio	27:1

Source: County Survey

Health Care

Licensed Hospital Beds

6,612

Major Hospitals:

Arizona Heart Institute, Phoenix
Arrowhead Community Hospital and Medical Center, Glendale
Barrow Neurological Institute
Boswell Memorial Hospital, Sun City
Carl Hayden VA Medical Center, Phoenix
Chandler Regional Hospital, Chandler
Columbia Medical Center, Phoenix
Desert Samaritan, Mesa
Good Samaritan Regional Medical Center, Phoenix
John C. Lincoln—Deer Valley, Phoenix
John C. Lincoln, Phoenix
Mayo Clinic, Scottsdale
Mesa General Hospital
Mesa Lutheran Hospital, Mesa
Paradise Valley Hospital, Phoenix
Phoenix Baptist Hospital, Phoenix
Phoenix Children's Hospital, Phoenix
Phoenix Memorial Hospital, Phoenix
St. Joseph's Hospital, Phoenix
Scottsdale Health Care, South
Scottsdale Health Care, North
Tempe St. Luke's, Tempe
Thunderbird Samaritan Medical Center, Glendale
Valley Lutheran Hospital, Mesa
Webb Memorial Hospital, Sun City West
Wickenburg Community Hospital, Wickenburg

Source: Department of Health Services

Mohave County

According to the 2000 Census, the population of Mohave County is 155,032, which is a 65.8% increase over the County's 1990 population, making Mohave the state's fastest growing county over the past decade. Mohave County indicated that the Census figure was reasonably accurate given the County's highly mobile population centers and traditionally undercounted rural areas. Mohave anticipates that by 2025 its population will increase another 65% to 254,952.

Mohave County's population is greater than the statewide median county population. As indicated above, Mohave County grew faster than any other county between 1990 and 2000. The next fastest rate of growth during this period was experienced in Yavapai County, where the population grew by 55.5%.

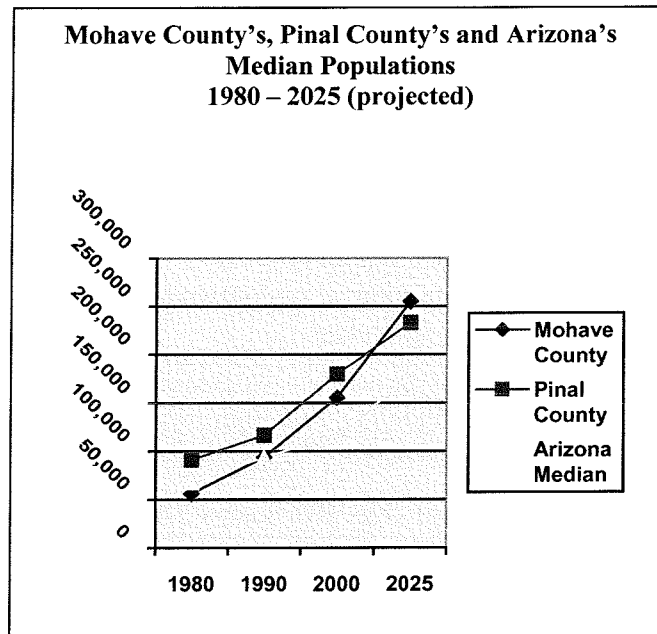
The U.S. Forest Service and Bureau of Land Management owns the majority of land in the County (55.2%), with 17.2% being privately owned. Mohave has a labor force of 67,075 and an unemployment rate of 4.1%. The best paying industries in Mohave are transportation/public utilities, finance and public administration, with the bulk of jobs related to trade and services.

With the County's rapidly growing population and employment opportunities, Mohave's employment base is poised to not only remain strong through 2025, it will likely surpass much of rural Arizona. However, with such a dramatic increase in population comes the corresponding need to increase resources such as schools, hospital beds and courtrooms, not to mention intellectual and human capital. Therefore, Mohave's anticipated future needs exceed those of most of the state.

Education

Mohave County's school age population is approximately 22,294, which is less than half of the average statewide county school age population, but is very close to the median school age population of 24,115.2.

At 16 to 1, Mohave's student to teacher ratio is (along with Navajo County) the lowest in the state. The statewide average county ratio is 18.7 to 1 and the median ratio is 20 to 1. Interestingly, despite the County's low student to teacher ratio, its average elementary, middle and high school sizes exceed the corresponding statewide average and median school sizes. By



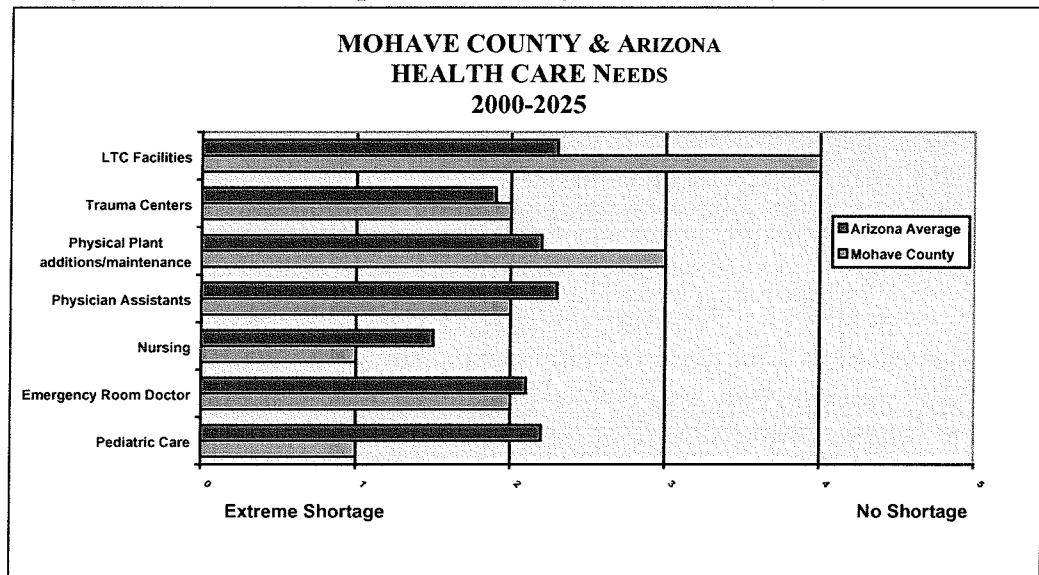
comparison, Navajo County's school sizes are much closer in student population to those of most of the rest of the state.

Even with its already low student to teacher ratio, Mohave continues to focus on the intellectual capital of its educational system, particularly in regards to higher education. Probably due to its anticipated high rate of growth, Mohave indicated that new hires and continuing instructor training are the two areas that will experience the greatest need in 2025. The County expects that the maintenance and upgrading of existing physical capital and technology upgrades will be its least needed higher education resources over the next twenty-five years.

Mohave County strongly agreed that its student population would increase by 75% by the year 2025, scoring a 1 in that category. The County also scored a 1 in the category of needing to increase its elementary schools by 75% by 2025. The County indicated neutrality regarding the need to increase its number of middle and high schools by 75% to maintain current service levels over the next twenty-five years.

Health Care

Mohave County has 401 licensed hospital beds, nearly half of which (193) are located at the Kingman Regional Medical Center. The County has 1 hospital bed per 386.6 residents, compared to a statewide median ratio of 1 bed per 457 residents. The County strongly agreed that it would need to increase its number of hospital beds by at least 50% by 2025 in order to maintain its current quality of service.



Mohave County anticipates its most extreme health-related shortages through 2025 will be in the areas of pediatric care and nursing, scoring a 1 in both categories. The County scored a 2 in the categories of emergency room doctors, physician assistants and trauma centers, indicating that it also expects significant shortages in those areas. Mohave's greatest deviation from other parts of the state was in the area of long-term care facilities. Mohave scored a 4 in the long-term care facilities category, meaning that it anticipates little or no shortage of such facilities through 2025. The statewide median score was 2.

The Mohave County Department of Health and Social Services has developed a five-year plan to deal with potential health-related shortages. However, areas such as hospital beds and staff are not included in the plan.

Transportation

Mohave County has approximately 189 freeway miles within it and does not anticipate the need to substantially increase those miles by 2025. Mohave's transportation scores were generally in line with the rest of rural Arizona. The County strongly disagreed that multimodal transportation plays a role in its transportation plan, scoring a 5 in that category. Mohave also scored a 5 regarding the viability of a light rail transit system by 2025. Like the rest of the state, Mohave County strongly agrees that there is a transportation funding shortage in Arizona and that this shortage adversely affects the County's ability to provide goods and services to its citizens. The County scored a 4 in the category of developing long-range plans to deal with future transportation needs, indicating that it has engaged in only rudimentary planning.

Water Usage and Conservation

Mohave County is not subject to any water conservation requirements and its sources of water are the Colorado River and ground water. The County indicated neutrality regarding its year round water needs being met, its volume of water being sufficient through 2025 and its sustainability of water being sufficient for growth through 2025, scoring a 3 in all three categories. While Mohave's scores were very similar to the statewide median scores, when compared to the statewide average scores Mohave's future water needs appear to be more serious than in most other areas of the state.

Criminal Justice System

Nearly 4% of the state's total prison population was convicted in Mohave County. The County has a higher number of judges (24 versus 10) and public defenders (16 versus 15) than the statewide county median number of judges and public defenders. With only 4 courtrooms, however, Mohave is well below the statewide county median of 9.

	Mohave County	County Average	County Median
Inmates	1,015	1,830	817
Judges	6	16.8	10
Courtrooms	6	15.9	9
Public Defenders	16	33.4	15
Opinion Answs.			
Increase Jail Space 50%	1	1.3	1
Funding Mechanism is in Place	4	3.3	4
Increase Judges by 50%	1	1.5	1
Increase Court Rooms by 50%	1	1.6	1
Increase Public Defenders by 50%	1	1.9	1.5
Opinions:			
1 = Strongly Agree 5 = Strongly Disagree			

Predictably, Mohave strongly agreed that it would need to increase its number of courtrooms by at least 50% by 2025 in order to maintain the County's current service levels. The County also strongly agreed that it would need to increase its number of judges and public defenders by 50% over the next twenty-five years.

Like most of the state, Mohave scored a 1 in the category of needing to invest in additional prison/jail space by 2025. The County also agreed with most of the other counties that current funding mechanisms (such as bond elections) are not sufficient to finance future construction, scoring a 4 in that category.

Mohave County Facts

Current Population: 155,032*

2025 Population: 254,952**

Labor Force: 67,075

Unemployment Rate: 4.1%

Major Industries: Retail Trade,
Services,
Public
Administration,
Transportation &
Public Utilities,
Finance,
Insurance & Real Estate

*Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001*

**U.S. Census Bureau, April 1, 2000 Census*

***County Survey*

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Mohave County	55,865	93,497	155,032

Major Cities/Communities

Bullhead City	10,719	21,951 3	3,769
Colorado City	1,439	2,426	3,334
Kingman-			
New Kingman/Butler	13,440	24,835	34,879
Lake Havasu City	15,909	24,363	41,938

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	19.3%
15-24	10.3%
25-44	23.2%
45-64	26.7%
65+	20.5%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

<i>Race</i>	<i>% of total</i>
White	90.1%
African American	0.5%
Native American	2.4%
Asian or Pacific Islander	0.9%
Other	6.1%
Total	100.0%
Hispanic Heritage*	11.1%

Source: U.S. Census Bureau, April 1, 2000 Census
** Persons of Hispanic heritage can be of any race*

Employment by Sector

Manufacturing	3,175
Mining and Quarrying	100
Construction	3,550
Transportation, Communication, and Public Utilities	2,275
Trade	12,350
Finance, Insurance, and Real Estate	1,250
Services and Miscellaneous	12,200
Government	7,850

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001.

Wages

<i>Hourly Compensation</i>	
Median Wage	\$10.08
Average Wage	\$12.28
Entry Wage	\$6.41
Experienced	\$15.22

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Population	22,294
Average Student/Teacher Ratio	16:1

Source: County Survey

Health Care

Licensed Hospital Beds	401
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Major Hospitals:

Western Arizona Regional Medical Center, Bullhead City
Havasu Samaritan Regional Hospital, Lake Havasu City
Kingman Regional Medical Center, Kingman
Mohave Valley Hospital, Bullhead City

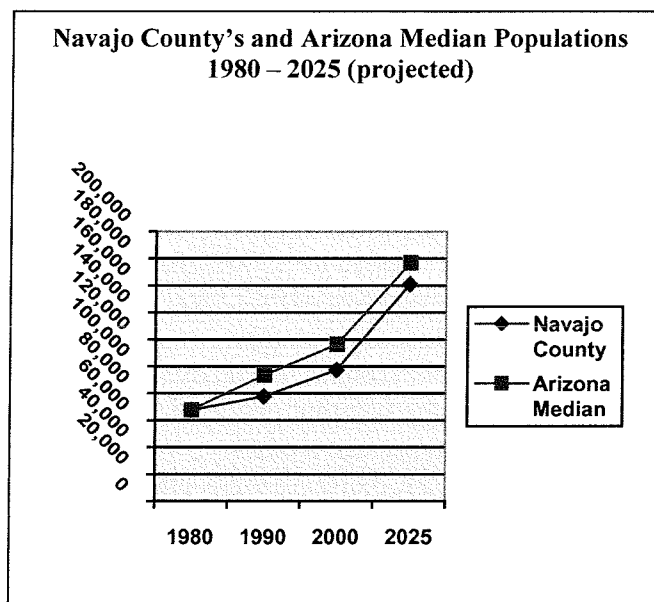
Source: Department of Health Services

Navajo County

Navajo County's population has grown by 25.5% since 1990 to 97,470. By 2025, Navajo expects its population to increase by 65% to 160,825.

Geographically, Navajo encompasses nearly 10,000 square miles. It is home to the Navajo, Hopi and White Mountain Apache reservations, which encompass nearly 66% of the County's land – private ownership accounts for 18%.

The unemployment rate in Navajo County is, at approximately 9.1%, comparatively high. The County has a labor force of 31,304 and its principal industries are tourism, coal mining, manufacturing, timber production and ranching. The average hourly wage in the County is \$12.02. Interestingly, the bulk of Navajo's residents (29.2%) are between the ages of 0 and 14, while the smallest percentage of the population (10%) is over the age of 65.



All of Navajo County has been designated an Enterprise Zone. The County has a Metropolitan Planning Organization that is responsible for long-range planning in the region. Navajo's anticipated needs and shortages through 2025 are not much different from those of the rest of rural Arizona, with the greatest needs being in the areas of education and criminal justice.

Education

Navajo County's current K-12 public school pupil population is 25,840, slightly greater than the statewide county median population of 24,115.2. At 16 to 1, Navajo's student to teacher ratio is, along with Mohave County, the lowest in the state -- the median student to teacher ratio is 20 to 1 and the average ratio is 18.7 to 1. The County's average elementary school size of 425 is nearly identical to the statewide county median of 424.5 and greater than the statewide county average. Navajo's middle and high school sizes are greater than the statewide average and median school sizes. The average middle school size in Navajo County is 447.2 students and the average high school size is 605.6 students.

Navajo County deviated somewhat from other areas of the state in terms of the additional higher education resources the County anticipates it will need in 2025. Technology upgrades scored a 1, indicating that Navajo expects such upgrades to be an extreme future need, whereas the median county score for technology upgrades was 2. Generally in line with the rest of the counties, intellectual capital such as instructor training and building physical capital were Navajo's next most expected needs. However, whereas the statewide county median score for

intellectual capital such as new hires was 1, indicating an extreme need, in Navajo new hires scored a 4, indicating little need. Likewise, Navajo County expects little or no need for the maintenance and upgrading of physical capital, scoring a 5 in that category. The county median score for maintaining and upgrading physical capital was 2.

The Navajo County Community College district has several campuses that serve 743 full-time students, much less than the statewide county median of 2,368 full-time students. However, Navajo's 4,985 part-time students exceed the county median of 4,831. This seeming disparity is likely due in part to the fact that many of Navajo County's college-age student population attend either Northern Arizona University (NAU) in Coconino County or one of NAU's satellite locations.

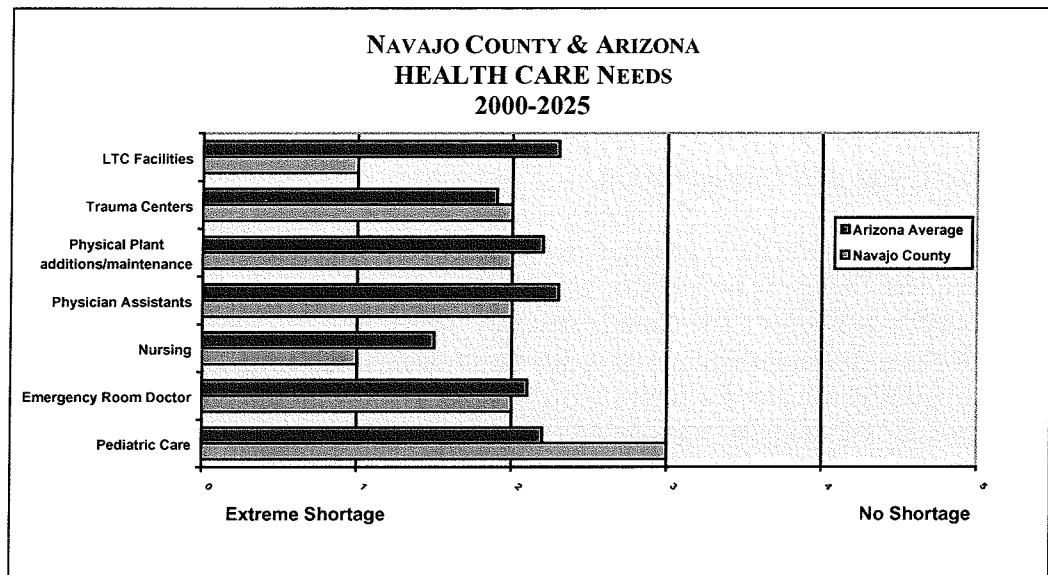
Navajo does not anticipate a substantial increase in its overall student population by 2025, scoring a 5 in that category. The County also does not foresee the need to significantly increase its number of grade schools or high schools over the next 25 years. Navajo does, however, anticipate a greater need to increase its number of middle schools. While these results differ somewhat from most other areas of the state, they are not surprising considering that Navajo's average middle school size is much greater than the statewide median middle school size. Although Navajo currently makes only moderate use of "distance learning" technologies, it expects that "distance learning" will play a significant role in the County's education system by 2025, scoring a 1 in that category.

	Navajo County	Arizona County Average/ Median
School Age Population	25,840	55,693.6/ 24,115.2
Student/ Teacher Ratio	16:1	18.7:1/ 20
Average Elem School Size	425	333.3/ 424.5
Average Middle School Size	447	319.9/ 336
Average High School Size	606	567.9/ 561

Health Care

There are 88 licensed hospital beds located in Navajo County, or 1 bed per 1,107.6 residents, much higher than the median statewide ratio of 1 bed per 457 residents. This disparity is compounded by the fact that

Navajo is so much larger and disparate than most other areas of the state.



Navajo County foresees greater shortages in health-related areas than most other parts of the state. Like most other counties, Navajo expects an extreme shortage in the area of nursing in 2025, scoring a 1 in that category. The County also anticipates extreme shortages of long-term care facilities as well as with pharmacists, high-level laboratory technicians and obstetricians/gynecologists. Navajo foresees significant shortages of emergency room doctors, physician assistants, physical plant maintenance and additions and trauma centers, scoring a 2 in each category.

Not surprising considering its high bed to resident ratio, Navajo County scored a 1 in the category of needing to increase its number of hospital beds by at least 50% by 2025. The County also indicated that it is seriously lacking in mental health care as well as substance abuse treatment.

Transportation

Approximately 18% of Navajo's budget is used for transportation and the County currently has 50 miles of freeway. Navajo County scored a 1 in the category of needing to increase its highway miles by at least 50% by 2025, indicating that its need for additional miles is much greater than most of the other counties (the median score was 4 and the average score was 3.1).

In the rest of the transportation categories, Navajo's scores nearly paralleled those of most of the state, particularly the thirteen rural counties. Navajo scored a 3 in the category of multimodal transportation playing a role in the County's transportation plans. Navajo did not see a light rail system as a viable transportation option by 2025, scoring a 5 in that category. The

County strongly agreed that there is a transportation funding shortage in Arizona and that a lack of such funds adversely impacts its ability to provide goods and services to its citizens, scoring a 1 in both categories. Additionally, Navajo indicated that it has developed or is developing long-range plans to deal with its future transportation needs.

Water Usage and Conservation

Perhaps Navajo's greatest area of deviation from the other counties was in the area of water. The County is not subject to any water conservation requirements and it derives its water from wells and lakes. The County strongly agreed that its year round water needs are being met, that it has a sufficient volume of water for future growth to 2025 and it has a sufficient sustainability of water for future growth to 2025. Navajo scored a 1 in all three of those categories. By contrast, the statewide county median score for year round water needs being met was 2; the score for sufficient volume of water was 3; and the score for sufficient sustainability of water was 3.

Criminal Justice System

The Winslow Prison facility is located in Navajo County and houses 1,791 inmates. Of the state's total inmate population, 1.6% were convicted in Navajo. The County currently has 9 judges and strongly agrees that it will need to increase its number of judges by at least 50% by 2025, scoring a 1 in that category. Although Navajo's 9 courtrooms equals the statewide county median number, Navajo strongly believes it will need to increase its courtrooms by at least another 50% over the next twenty-five years, scoring a 1 in that category as well. The County also scored a 1 in the category of needing to increase its public defenders by at least 50% by 2025. Navajo currently has 10 public defenders.

Navajo strongly believes it will need to invest in additional prison/jail space by 2025 and that current funding mechanisms are not sufficient to finance such construction. The County is currently constructing an addition to its existing county jail, but indicated that it is lacking the funds necessary to pay the debt on the addition as well as for the staff necessary to operate the facility.

Navajo County Facts

Current Population: 97,470*

2025 Population: 160,825**

Labor Force: 31,304

Unemployment Rate: 9.1%

Major Industries: Services,
Retail Trade,
Public
Administration,
Finance,
Insurance & Real Estate

*Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001*

**U.S. Census Bureau, April 1, 2000 Census*

***County Survey*

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Navajo County	67,629	77,658	97,470

Major Cities/Communities

Fort Apache Indian Reservation (White Mountains)	8,080	10,394	12,429
Holbrook	4,686	4,880	4,917
Hopi Indian Reservation	8,755	7,360	6,946
Kayenta, Navajo Nation	3,343	4,372	4,922
Pinetop-Lakeside	2,315	2,422	3,582
Show Low	4,298	5,019	7,695
Snowflake	3,510	3,679	4,460
Taylor	1,915	2,418	3,176
Winslow	7,921	8,190	9,520

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	29.2%
15-24	15.0%
25-44	25.3%
45-64	20.4%
65+	10.0%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

<i>Race</i>	<i>% of total</i>
White	45.9%
Black	0.9%
Native American	47.7%
Asian or Pacific Islander	0.3%
Other	5.0%
Total	100.0%
Hispanic Heritage*	8.2%

Source: U.S. Census Bureau, April 1, 2000 Census

** Persons of Hispanic heritage may be of any race*

Employment by Sector

Manufacturing	950
Mining and Quarrying	925
Construction	1,550
Transportation, Communication, and Utilities	2,075
Trade	6,225
Finance, Insurance, and Real Estate	525
Services and Miscellaneous	4,725
Government	10,200

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001.

Wages

<i>Hourly Compensation</i>	
Median Wage	\$9.82
Average Wage	\$12.02
Entry Wage	\$6.48
Experienced	\$14.79

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Population	25,840
Average Student/Teacher Ratio	16:1

Source: County Survey

Health Care

Licensed Hospital Beds	88
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Major Hospitals:

Navapache Regional medical Center

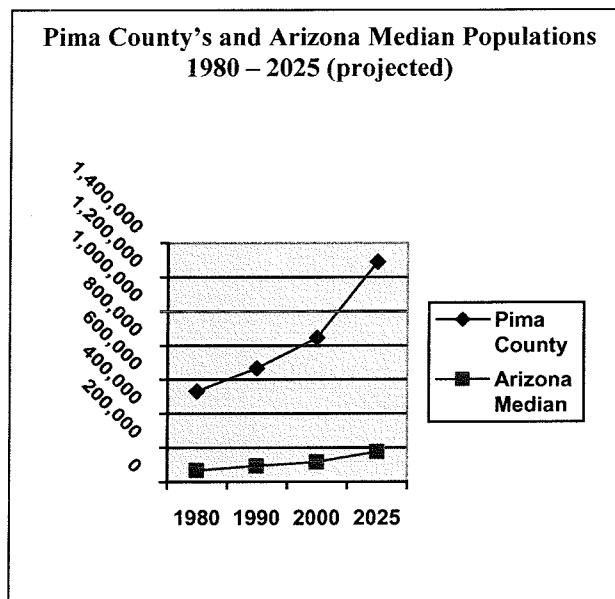
Winslow memorial Hospital

Source: Department of Health Services

Pima County

Of the state's fifteen county governments, Pima's was the least able or willing to provide data pertaining to basic questions to help determine the County's current and future needs and shortages. In fact, the County initially claimed it kept no data whatsoever regarding two of the most significant issues facing the state: education and health care. After further questioning, the County later determined that all of its health and education resources would face extreme shortages over the next twenty-five years. Considering Pima's size and resources, this information seems somewhat dubious.

Nonetheless, Pima County's current population is 843,746, making Pima the second most populous county in the state. By comparison, the next most populous county, Pinal, has a population of only 179,727. Pima anticipates its population will increase by approximately 53% by 2025.



Pima County has a much more diverse employment base than most of the state. Aerospace, bioindustry, environmental technology, software and optics are all unique, major industry clusters within the County. This diversity in employment has helped create, at 3.0%, one of the lowest unemployment rates in the state. Additionally, Pima has Enterprise Zones in the central areas of the cities of Tucson and South Tucson and a central portion of Pima County.

Education

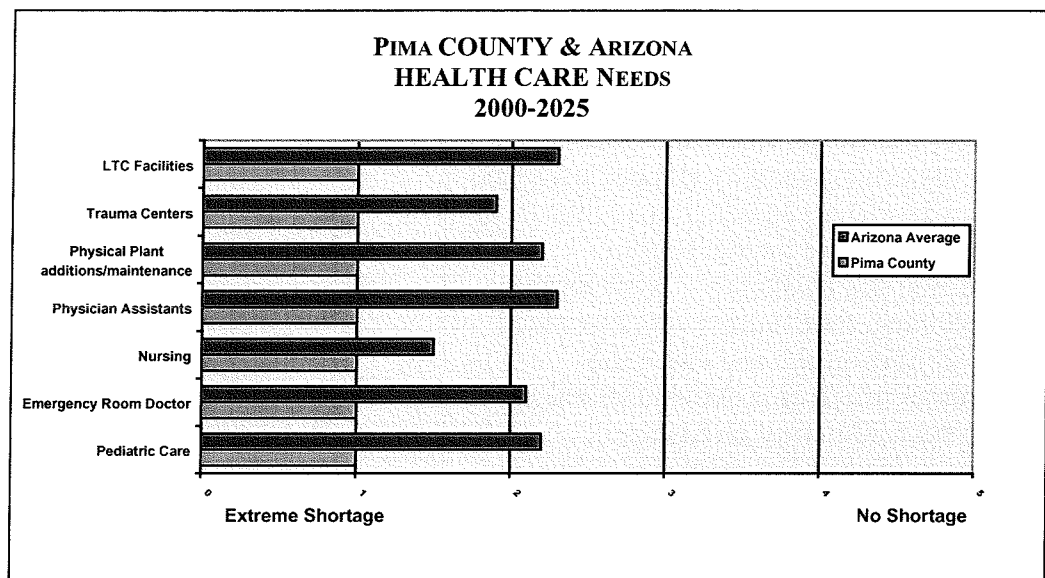
Pima County's current K-12 public school pupil population is 131,976, with an average student to teacher ratio of 20 to 1. Pima's average elementary, middle and high schools are larger than those of most of the state. At 1,650 students, the County's average high school is nearly three times larger than the statewide average and median high school sizes.

As mentioned above, the County claimed that all of its additional higher education resources would face extreme needs in 2025. Unlike other parts of the state, there are seven public universities and community colleges in Pima County. These facilities serve 46,930 full-time students and 62,293 part-time students.

Pima County indicated that it currently makes use of "distance learning" technologies and that such technologies will play a significant role in the County's education system over the next twenty-five years.

Health Care

Pima County has 2,646 licensed hospital beds, or 1 bed per 319 residents. As with education, Pima claimed it will face severe shortages in all health-related areas in 2025, including pediatric care, emergency



room doctors, nursing, physician assistants, physical plant additions and maintenance, trauma centers and long-term care facilities. The County also indicated it would need to increase its hospital beds by at least 50% by 2025 in order to maintain the County's current quality of service. Despite anticipating severe health-related shortages, Pima has done little in the way of developing a long-range plan to provide for its future health care needs.

Transportation

Pima County currently has 89.4 miles of freeway and anticipates it will need to increase those miles by 50% over the next twenty-five years, scoring a 1 in that category. Pima agreed with most of the state that a light rail transit system is not a viable transportation option for the County by 2025. Pima also agreed that there is a transportation funding shortage in Arizona and that a lack of such funds adversely impacts the County's ability to provide goods and services to its citizens. The County did indicate, however, that it has developed or is developing long-range plans to deal with future transportation needs.

Water Usage and Conservation

Pima County is subject to the State Groundwater Management Act and derives its water from the CAP, effluent water, wells, floodwater drainage and retention basins. The County indicated neutrality regarding whether its year round water needs are being met, scoring a 3 in that category. Pima also scored a 3 in the categories of having a sufficient volume of water and a sufficient sustainability of water for future growth to 2025. These scores were similar to the statewide median county scores, although Pima's current year round water needs registered as less certain than most of the state.

Criminal Justice System

The Tucson Prison facility is located in Pima County and houses 3,607 inmates. Of the state's total inmate population, 17.8% were convicted in Pima. The County has 53 judges, 45 courtrooms and 75 in-house public defenders, all well above the statewide average and median numbers. Most counties felt strongly that they would need to increase their number of judges, courtrooms and public defenders by at least 50% by 2025. Pima, however, scored a 3 in those categories, indicating that a substantial increase in judges, courtrooms and public defenders will not be necessary.

Pima did indicate that it will need to invest in additional prison/jail space over the next twenty-five years, scoring a 2 in that category. Like most other parts of the state, Pima felt that current funding mechanisms, such as bond elections, are not sufficient to finance such infrastructure.

Pima County Facts

Current Population: 843,746*

2025 Population: 1,289,283**

Labor Force: 398,601

Unemployment Rate: 3.0%

Major Industries: Aerospace;
Bioindustry;
Environmental Technology;
Information Technology;
Manufacturing; Optics;
Plastics & Advanced Composite Materials;
Software;
Teleservices

Sources: Arizona Department of Economic Security, Special Unemployment Report, September 2001

*U.S. Census Bureau, April 1, 2000 Census

**County Survey

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Pima County	531,443	666,880	843,746
<i>Major Cities/Communities</i>			
Ajo	5,189	2,919	3,705
Catalina	2,717	4,864	7,025
Green Valley	10,999	20,644	17,283
Marana	1,674	2,187	13,556
Oro Valley	1,489	6,670	29,700
Pascua Yaqui Reservation	715	2,412	3,315
Sahuarita	N/A	1,629	3,242
South Tucson	6,554	5,093	5,490
Tohono O'odham			
Reservations	15,150	18,730	10,787
Tucson	330,537	405,390	486,699

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	20.6%
15-24	14.9%
25-44	28.4%
45-64	21.9%
65+	14.2%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

<i>Race</i>	<i>% of total</i>
White	75.1%
African American	3.0%
Native American	3.2%
Asian or Pacific Islander	2.1%
Other	16.5%
Total	99.9%
Hispanic Heritage*	29.3%

Source: U.S. Census Bureau, April 1, 2000 Census

* Persons of Hispanic heritage may be of any race

Employment by Sector (in thousands)

Manufacturing	33.7
Mining and Quarrying	1.8
Construction	21.4
Transportation, Communication, and Public Utilities	11.7
Trade	73.1
Finance, Insurance, and Real Estate	14.2
Services and Miscellaneous	118.8
Government	79.4

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001

Wages

	<i>Employment</i>	<i>Avg. Wages</i>
Office & Administrative	59,770	\$10.72
Food Preparation & Serving Related	37,500	\$6.94
Sales & Related	28,120	\$11.45
Education, Training & Library	21,710	\$18.33
Construction & Extraction	20,330	\$12.76
Production	18,890	\$10.68
Management	18,640	\$27.40

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Population	131,976
Average Student/Teacher Ratio	20:1

Source: County Survey

Health Care

Licensed Hospital Beds	2,646
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Major Hospitals:

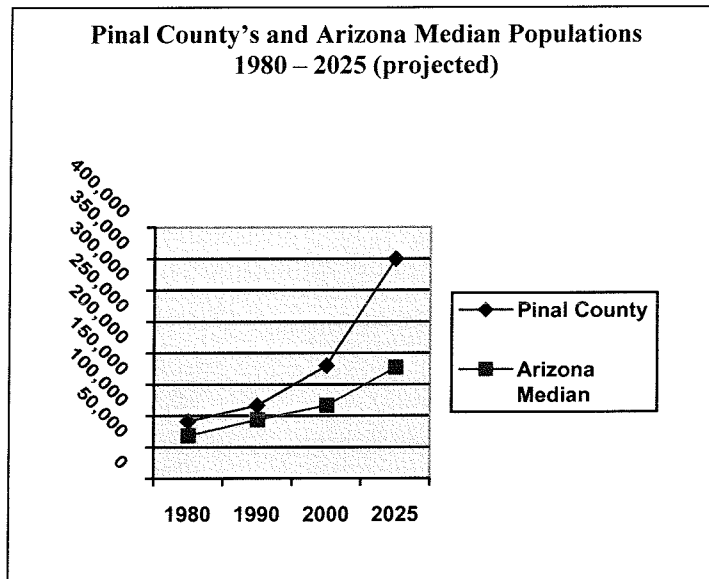
Carondelet St. Joseph's Hospital, Tucson
 St. Mary's Hospital, Tucson
 Northwest Medical Center
 Davis Monahan Air Force Base Hospital
 El Dorado Hospital and Medical Center, Tucson
 Kino Community Hospital, Tucson
 Palo Verde Mental Health Services, Tucson
 Tucson Heart Hospital, Tucson
 Tucson Medical Center, Tucson
 University Medical Center, Tucson
 Southern Arizona Veterans Affairs Healthcare System, Tucson

Source: Department of Health Services

Pinal County

According to the 2000 U.S. Census, Pinal County's population is 179,727, making Pinal the third most populated county in Arizona. Although the Census numbers demonstrate an increase in population of 63,330 since 1990, Pinal believes its population has been undercounted due primarily to group quarters included in the town of Florence that were not included in Pinal's rural count. Nonetheless, of all the counties, Pinal experienced the third greatest increase in population since 1990 (following Yavapai and Mohave) and is poised to experience

massive growth over the next twenty-five years. The County anticipates its population will be approximately 350,000 in 2025. Pinal is currently exploring the possibility of coming together with Maricopa's Metropolitan Planning Organization, the Maricopa Association of Governments (MAG), to help devise long-range planning in the region.



The state is Pinal's largest landholder with 35.3%, followed by a relatively high amount of private land ownership (25.7%). The County's labor force is 61,940 and the unemployment rate is approximately 3.1%. Government employs 11,950 people, with the major industries being retail trade, services and manufacturing. The average hourly wage in Pinal is \$13.80. All of Pinal County is an Enterprise Zone.

Education

Pinal County's current K-12 public school pupil population is 25,269. The average student to teacher classroom ratio in the County is 20 to 1. Interestingly, while Pinal's average grade school size (300) is smaller than the average and median statewide school sizes, its average middle school (1,000) and high school (2,000) sizes are much larger.

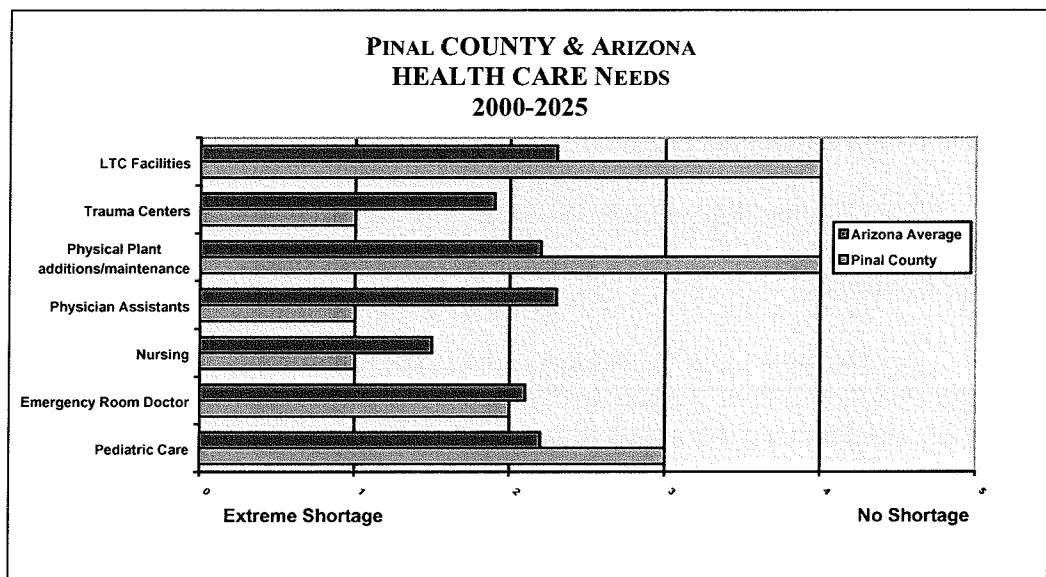
	Pinal County	Arizona County Average/ Median
School Age Population	25,269	55,693.6/ 24,115.2
Student/ Teacher Ratio	20:1	18.7:1/ 20
Average Elem School Size	300	333.3/ 424.5
Average Middle School Size	1000	319.9/ 336
Average High School Size	2000	567.9/ 561

Pinal's additional higher education resource needs through 2025 are not as great as those of most of the counties. Technology upgrades was the County's greatest anticipated need, scoring a 2, the same as the statewide median score. Pinal indicated neutrality regarding the maintenance and upgrading of physical capital and the hiring of new instructors, scoring a 3 in both categories. The building of physical capital and the training of instructors were the least needed, both registering a 4.

Pinal scored a 1 in the category of expecting a 75% increase in its student population by 2025. The County anticipates that it will need to significantly increase its number of schools over the next twenty-five years in order to maintain current classroom sizes and ratios. Additionally, the County anticipates that "distance learning" will play a significant role in Pinal's future education system.

Health Care

There are 116 licensed hospital beds in Pinal County, which equates to 1 bed per 1,549 residents, well above the statewide ratio of 1 bed per 457 residents. Not surprisingly, Pinal scored a 1 in the category of needing to increase hospital beds by at least 50% by 2025.



Like most other parts of the state, Pinal anticipates an extreme shortage in the area of nursing in 2025, scoring a 1 in that category. The County scored a 1 in the category of physician assistants, indicating that Pinal expects a slightly greater shortage than most of the counties, whose median score was 2. Pinal also scored a 1 in the category of trauma centers. In line with the statewide county average and median scores, Pinal scored a 2 in the category of emergency room doctors. Pinal anticipated less of a shortage in the area of pediatric care, which scored a 3. The County also anticipates little, if any, shortages in the areas of long-term care facilities and physical plant additions and maintenance.

Pinal scored a 3 in the category of developing a long-range plan to forecast and provide for its future health care needs, indicating that it has done little in the way of long-range planning. The statewide county median score was 3.5 and the average score was 3.

Transportation

There are currently 82 freeway miles in Pinal County. The County scored a 2 in the category of needing to increase those miles by at least 50% by 2025, indicating that an increase in freeway miles will be necessary for the County to maintain its current level of service. Pinal also scored a 2 in the category of multimodal transportation, meaning that the County believes such alternative modes of transportation play a role in its transportation plan.

Perhaps indicative of the County's rapidly growing population and proximity to Maricopa County, Pinal was the only rural county to indicate that it foresees light rail as a viable transportation option by 2025, scoring a 2 in that category. The median county score for the viability of light rail was 4.5. Pinal agreed that there is a transportation funding shortage in Arizona and that a lack of transportation funds adversely impacts Pinal's ability to provide goods and services to its citizens. Despite expected funding shortages, the County is confident that it has developed long-range plans to deal with future transportation needs, scoring a 1 in that category.

Water Usage and Conservation

Pinal County derives its water from water districts, private companies and wells. The County is subject to water conservation requirements imposed by the Arizona Department of Water Resources.

Pinal Scored a 3 in the category of its year round water needs being met, compared to a county average score of 1.9 and median score of 2. This seems to indicate that while most of the state is confident its water needs are currently being met, Pinal has some concerns regarding its ability to provide water to a growing population. Pinal also expressed concerns regarding its volume of water for future growth to 2025, scoring a 3 in that category, equaling the statewide county median score. Pinal also indicated that it might not have a sufficient sustainability of water for growth to 2025, scoring a 3 in that category as well.

Criminal Justice System

Housed at the Eyman and Florence Prisons, Pinal County holds more inmates (8,176) than any other county in the state. Of the state's 27,451 inmates, 2.6% were convicted in Pinal County. The County has 9 judges, 5 courtrooms and 12 public defenders. While these numbers are not substantially lower than the county median number of judges, courtrooms and public defenders, they are low when Pinal's population is taken into account. Predictably, the County strongly agreed that it will need to increase its number of judges, courtrooms and public defenders by at least 50% by 2025, scoring a 1 in each category.

Pinal also scored a 1 in the category of needing to invest in additional prison/jail space by 2025 to maintain its current levels of service. However, the County strongly disagreed, scoring a

5, that current funding mechanisms are adequate to finance future construction. With a median score of 4, most of the counties agreed with Pinal that current funding mechanisms are inadequate.

Pinal County Facts

Current Population 179,727*

2025 Population: 350,000**

Labor Force: 61,940

Unemployment Rate: 3.1%

**Major Industries: Services,
Manufacturing,
Retail Trade,
Copper Mining,
Transportation & Public Utilities,
Construction**

*Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001*

**U.S. Census Bureau, April 1, 2000 Census*

***County Survey*

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Pinal County	90,918	116,379	179,727
<i>Major Cities/Communities</i>			
Ak-Chin Indian Community	402	446	669
Apache Junction	9,935	18,100	31,814
Arizona City	825	1,940	4,385
Casa Grande	14,971	19,082	25,224
Coolidge	6,851	6,927	7,786
Eloy	6,240	7,211	10,375
Florence	5,331	7,510	17,054
Gila River Indian Community	7,380	9,540	11,257
Kearny	2,646	2,262	2,249
Mammoth	1,906	1,845	1,762
Oracle	2,483	3,043	3,563
San Manuel	5,443	4,009	4,375
Superior	4,600	3,468	3,254

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	21.0%
15-24	12.9%
25-44	27.3%
45-64	22.7%
65+	16.2%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

<i>Race</i>	<i>% of total</i>
White	70.4%
African American	2.8%
Native American	7.8%
Asian or Pacific Islander	0.7%
Other	18.4%
Total	100.0%
Hispanic Heritage**	29.9%

Source: U.S. Census Bureau, April 1, 2000 Census

** Persons of Hispanic heritage may be of any race*

Employment by Sector

Manufacturing	3,325
Mining and Quarrying	1,350
Construction	1,575
Transportation, Communication, and Public Utilities	800
Trade	7,150
Finance, Insurance, and Real Estate	825
Services and Miscellaneous	7,850
Government	13,825

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001

Wages

<i>Hourly Compensation</i>	
Median Wage	\$11.69
Average Wage	\$13.80
Entry Wage	\$7.13
Experienced	\$17.13

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Pupil Population	25,269
Average Student/Teacher Ratio	20:1

Source: County

Health Care

Licensed Hospital Beds	116
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Major Hospitals:

Casa Grande Regional Medical Center
HoHoKam Memorial, Gila River Indian Community
Oracle Medical Clinic
San Manuel Health Care Center

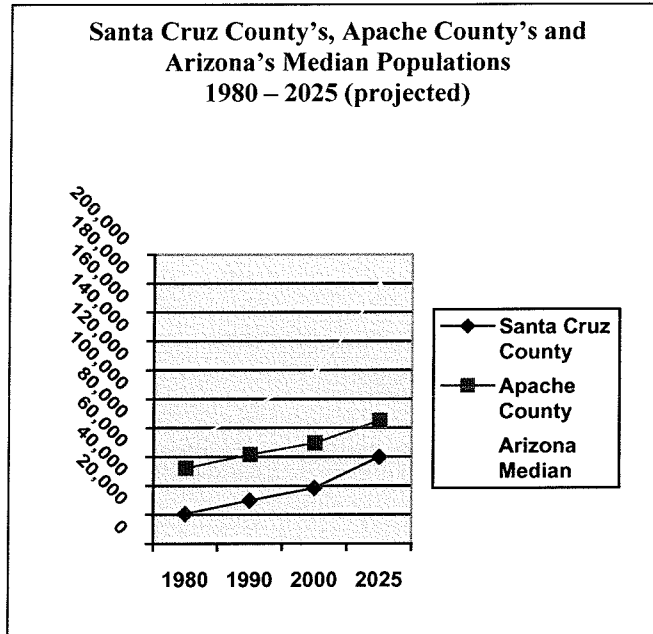
Survey Source: Department of Health Services

Santa Cruz County

According to the 2000 Census, the population of Santa Cruz County is 38,381. The County believes that its population was undercounted by 2.5%-5%. Nonetheless, Santa Cruz County's population falls well below the statewide county median population. Since 1990, the County has grown by 29.3%, which is in line with the growth experienced throughout most of the state. By 2025, the County anticipates its population will increase by another 56% for a total population of 59,805.

At 37.5%, Santa Cruz has a larger percentage of privately owned land than any other county in the state. The County's labor force is 13,478 and its unemployment rate is 7.1%, with the average hourly wage being \$12.21.

Given its proximity to Sonora, Santa Cruz's principal industries are tourism, international trade, manufacturing and services. The County also has a large number (3,400) of residents employed by the government. Although the County's current employment situation is not as positive as other parts of the state, this may improve over the next twenty-five years as commerce with Mexico continues to grow through federal agreements such as NAFTA and planned cooperative projects like the CANAMEX Corridor.



Education

Santa Cruz County's school age population is approximately 9,800, which is much less than the statewide average and median school age populations. At 27 to 1, Santa Cruz has one of the highest students to teacher ratios in the state. The average student to teacher ratio is 18.7 to 1 and the median ratio is 20 to 1.

Santa Cruz's average elementary, middle and high school sizes all exceed the corresponding statewide county averages and medians. The greatest disparity is in high schools, where Santa Cruz's average school size of 1,110 is nearly twice the size of the statewide county average (567.9) and median (561) high schools.

Santa Cruz anticipates that its most extreme higher education need in 2025 will be the hiring of new instructors, which scored a 1. Considering the County's comparatively high student to teacher ratio, this need is to be expected. Santa Cruz also indicated that it foresees

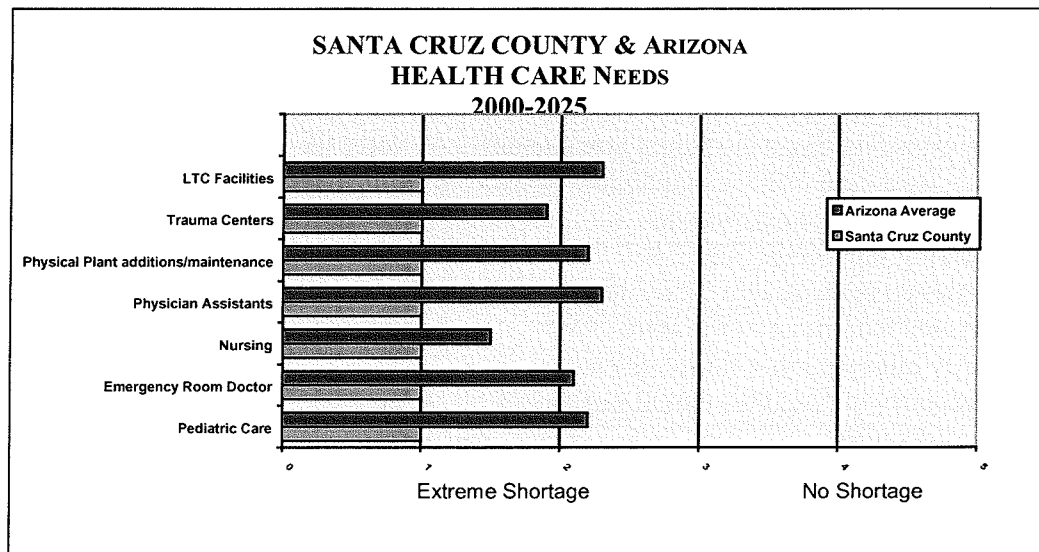
instructor training as a significant future need. However, both the building of physical capital and the maintenance and upgrading of physical capital registered as little or no need in 2025.

When asked if the County would need to increase its number of elementary and high schools by 75% by 2025 in order to maintain current sizes and ratios, Santa Cruz scored a 1 in both categories, indicating that it strongly agreed. The County also indicated that it would need to substantially increase its number of middle schools over the next twenty-five years.

	Santa Cruz County	Arizona County Average/Median
School Age Population	9,800	55,693.6/ 24,115.2
Student/Teacher Ratio	27:1	18.7:1/ 20
Average Elem. School Size	596	333.3/ 424.5
Average Middle School Size	680	319.9/ 336
Average High School Size	1,110	567.9/ 561

Health Care

Santa Cruz County has 79 hospital beds, 49 of which are designated as long-term care or geriatric beds. Santa Cruz scored a 1 in the following categories, indicating that



it foresees an extreme shortage in those areas in 2025: pediatric care, emergency room doctors, nursing, physician assistants, physical plant additions, trauma centers and long-term care facilities. The only other county to register as extreme future health-related shortages as Santa Cruz was Pima County, whose data is not considered as reliable (see Pima County).

Santa Cruz scored a 2 in the category of needing to increase hospital beds by 50% by 2025 in order to maintain the County's current quality of service. Santa Cruz County indicated that it has not developed a long-range health care plan to deal with the population's future health-related needs.

Transportation

Santa Cruz County has 32 freeway miles (along I-19) within it, which is less than both the statewide county average number of miles (100.5) and the median number of miles (82). The County strongly disagreed that it will need to substantially increase its highway miles by 2025, scoring a 5 in that category.

Santa Cruz's transportation scores were in line with those of most rural counties. Santa Cruz strongly agrees that there is a transportation funding shortage in the state and that this shortage adversely impacts its ability to provide goods and services to its citizens, scoring a 1 in both categories. The County strongly disagreed (scoring a 5) that a light rail transit system will be a viable transportation option for the County by 2025. Santa Cruz did, however, indicate that multimodal transportation plays a role in the County's transportation plan. Santa Cruz has developed long-range transportation plans to deal with its future transportation needs.

Water Usage and Conservation

Santa Cruz County is subject to water conservation requirements imposed by the Arizona Department of Water Resources. The County's primary source of water is groundwater from limited capacity aquifers. Santa Cruz indicated that its current year round water needs are being met, scoring a 2 in that category, equaling the statewide median score. However, the County scored less favorably when its future water needs are examined. Santa Cruz scored a 4 in the category of having a sufficient sustainability of water for growth to 2025 and a 5 in the category of having a sufficient sustainability of water for future growth. The statewide county median scores for both categories was 3, indicating that Santa Cruz may experience more severe future water shortages than most of the state. The County indicated that future growth, particularly in Nogales, would negatively impact its water resources.

Criminal Justice System

Of the state's total inmate population, .03% (95 inmates) were convicted in Santa Cruz County. The County's number of judges (10) equals the statewide county median. Santa Cruz's number of courtrooms (5 versus 9) and public defenders (5 versus 15) were less than the median number of courtrooms and public defenders.

	Santa Cruz County	County Average	County Median
Inmates	95	1,830	817
Judges	10	16.8	10
Courtrooms	5	15.9	9
Public Defenders	5	33.4	15
Opinion Answs.			
Increase Jail Space 50%	1	1.3	1
Funding Mechanism is in Place	5	3.3	4
Increase Judges by 50%	2	1.5	1
Increase Court Rooms by 50%	1	1.6	1
Increase Public Defenders by 50%	2	1.9	1.5
Opinions: 1 = Strongly Agree 5 = Strongly Disagree			

Santa Cruz strongly agreed (scoring a 1) that it would need to increase its prison/jail space by 2025 in order to maintain current levels of service. However, the County strongly disagreed that current funding mechanisms are sufficient to finance future construction.

The County indicated that it would need to increase its number of judges and public defenders by at least 50% over the next 25 years, scoring a 2 in both categories. Santa Cruz was even more adamant, scoring a 1, that its number of courtrooms would need to increase by at least 50% by 2025 in order to maintain current levels of service.

Santa Cruz County Facts

Current Population: 38,381*

2025 Population: 59,805**

Labor Force: 13,478

Unemployment Rate: 7.1%

Major Industries: Services,
Retail Trade,
Wholesale Trade

Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001

*U.S. Census Bureau, April 1, 2000 Census

**County Survey

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Santa Cruz County	20,459	29,676	38,381

Major Cities/Communities

Nogales	15,683	19,489	20,878
Patagonia	980	888	881
Rio Rico (SE CDP)	1,314	1,407	1,590
Tubac	230	902	949

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	28.2%
15-24	13.6%
25-44	26.6%
45-64	20.8%
65+	10.7%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

Race	% of total
White	76.0%
African American	0.4%
Native American	0.7%
Asian or Pacific Islander	0.6%
Other	22.3%
Total	100.0%
Hispanic Heritage*	80.8%

Source: U.S. Census Bureau, April 1, 2000 Census

* Persons of Hispanic heritage may be of any race

Employment by Sector

Manufacturing	950
Construction	425
Transportation, Communication, and Public Utilities	1,225
Trade	3,950
Finance, Insurance, and Real Estate	225
Services and Miscellaneous	1,850
Government	3,750

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001

Wages

Hourly Compensation

Median Wage	\$9.54
Average Wage	\$12.21
Entry Wage	\$6.13
Experienced	\$15.25

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Population	9,800
Average Student/Teacher Ratio	27:1

Source: County Survey

Health Care

Licensed Hospital Beds	31
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Major Hospitals:

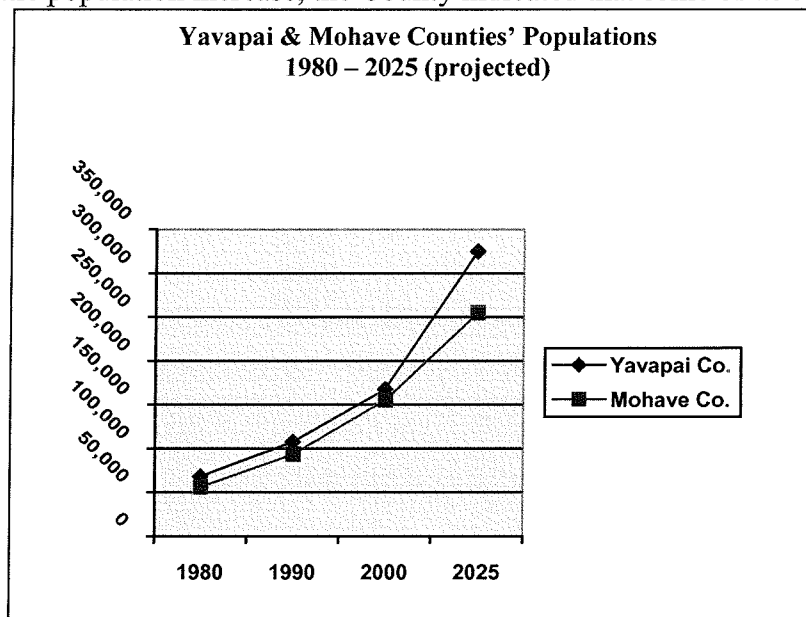
Carondelet Holy Cross Hospital

Source: Department of Health Services

Yavapai County

At 167,517 residents, Yavapai County is the fourth largest county in the state. Since 1990, the County's population increased by 55.5%, second only to Mohave in terms of overall growth. Despite its dramatic population increase, the County indicated that some of its small, unincorporated areas were undercounted, and that its population is actually slightly greater than the official Census numbers. By 2025, Yavapai expects its population to nearly double to 325,000.

The U.S. Forest Service owns the bulk of the land (38%) in Yavapai County, with 25% being privately owned. Yavapai has the lowest unemployment rate (2.5%) of any county in the state. The County's labor force is 72,989 and the average hourly wage is \$12.65. Retail trade, services, construction and public administration are the largest industries in Yavapai



Considering Yavapai County's massive growth, it is conceivable that areas such as Prescott will emerge as a population center in north central Arizona either as a stand alone urban center or possibly as an outer-burb of Phoenix and Flagstaff. One can see the possibility that Interstate 17 becomes one continuous development, similar to Interstate 95 between Washington, D.C., Baltimore and Philadelphia or Interstate 85 between Atlanta, Georgia and Charlotte, North Carolina.

Education

Yavapai County's K-12 school age population is estimated to be approximately 20,900, which is very close to the statewide county median. Yavapai's student to teacher ratio of 23 to 1 is greater than both the statewide county median and average ratios. The County's average elementary school size is 395 students; its average middle school size is 459 students; and its average high school size is 567 students. By comparison, the statewide median school sizes are 424 (elementary), 336 (middle), and 561 (high).

When gauging future higher education needs, Yavapai County differs somewhat from most other areas of the state. The County favors resources that focus on physical infrastructure and the maintenance and upgrading of that infrastructure and places less emphasis on intellectual

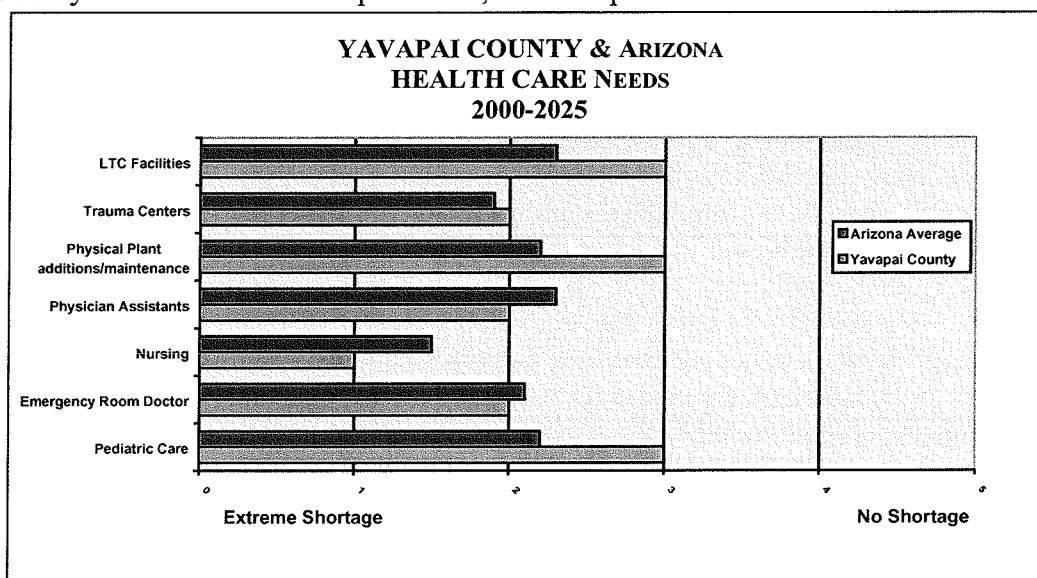
capital. Yavapai anticipates that maintaining and upgrading existing physical capital will be its greatest need in 2025 and that the building of physical capital will also be a significant need. Most counties indicated that the hiring of new instructors and instructor training were the most pressing future needs.

Also unlike most parts of the state, Yavapai anticipates its student population will increase by 75% by 2025, scoring a 1 in that category, compared to a median county score of 3. Consequently, the County strongly agreed that it will need to increase its number of elementary, middle and high schools by 75% over the next twenty-five years in order to maintain current sizes and ratios. Most counties do not anticipate the need for such a dramatic increase in their number of schools.

Yavapai indicated that higher education currently makes use of “distance learning” technologies. Over the next 25 years, the County believes that its education system as a whole will make use of “distance learning” technologies, scoring a 1 in that category

Health Care

Yavapai County has 226 licensed hospital beds, or 1 bed per 741 residents. The statewide bed per resident ratio is 1 bed per 457 residents. Indicative of its relatively low number of hospital beds, Yavapai scored a 1 in the category of needing to increase its number of beds by at least 50% by 2025.



Yavapai’s anticipated future health care needs are similar to those of most of the state. The County anticipates substantial shortages in nursing, trauma centers and emergency room doctors over the next twenty-five years. The County also specified that it anticipates significant shortages in less traditional health-related areas such as emergency transport, geriatric specialists, managed care health plan options and mental health professionals and facilities. Yavapai anticipates less of a shortage in pediatric care, physical plant additions and long-term care facilities.

The County scored a 3 in the category of having developed a long-range health care plan to forecast and provide for its future health care needs, indicating that it has done little in the way of future planning.

Transportation

Yavapai County deviated somewhat from the other counties regarding transportation issues. The County scored a 1 in the category of needing to increase its highway miles by 50% by 2025, indicating that additional miles are extremely important for the County to maintain its current levels of service. By comparison, most counties indicated little need to substantially increase their highway miles, averaging a median score of 4.

Along with nearly every other rural county, Yavapai registered opposition to the future viability of a light rail transit system, scoring a 4 in that category. Yavapai was the only county not to score either a 1 or 2 in the category of there being a transportation funding shortage in Arizona (Yavapai scored a 3).

Water Usage and Conservation

Yavapai County derives most of its water from groundwater, although surface water is also a source, particularly along the Verde River. The Prescott Active Management Area (AMA) lies in the center of the County and governs the use and rights to groundwater within its jurisdiction. According to the County, the mixed goals of the AMA and non-AMA portions of Yavapai, along with bifurcated groundwater/surface water laws, make it difficult to develop a water governance model.

The County indicated that its overall water supply through 2025 appears to be adequate, although much is unknown about the County's aquifer systems, particularly in the non-AMA areas. Some parts of Yavapai, such as Clarkdale, have recently experienced water shortages during the summer months. The County is attempting to determine whether this is due to a shortage of supply or an inadequate water structure.

Criminal Justice System

Of the state's 27,451 inmates, 781 were convicted in Yavapai County. Yavapai County has more judges (22) and more courtrooms (16) than both the median and the average for all counties. As far as public defenders, Yavapai County has more (21) than the median number of 15, but less than the average of 33.4.

The County scored a 1 in the category of needing to increase its number of public defenders by at least 50% by 2025, indicating a slightly greater need than most of the state. Yavapai scored a 2 in the categories of needing to increase its number of judges and courtrooms by 50% over the next twenty-five years. Additionally, Yavapai strongly agreed it would need to invest in additional prison/jail space by 2025 in order to maintain its current levels of service.

	Yavapai County	County Average	County Median
Inmates	781	1,830	817
Judges	22	16.8	10
Courtrooms	16	15.9	9
Public Defenders	21	33.4	15
Opinion Answs.			
Increase Jail Space 50%	1	1.3	1
Funding Mechanism is in Place	3	3.3	4
Increase Judges by 50%	2	1.5	1
Increase Court Rooms by 50%	2	1.6	1
Increase Public Defenders by 50%	1	1.9	1.5
Opinions: 1 = Strongly Agree 5 = Strongly Disagree			

Yavapai County Facts

Current Population: 167,517*

2025 Population: 325,000**

Labor Force: 72,989

Unemployment Rate: 2.5%

**Major Industries: Retail Trade,
Services,
Public Administration**

*Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001*

**U.S. Census Bureau, April 1, 2000 Census*

***Source: County Survey*

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Yavapai County	68,145	107,714	167,517

Major Cities/Communities

Bagdad	2,349	1,858	1,578
Camp Verde	3,824	6,243	9,451
Chino Valley	2,858	4,837	7,835
Clarkdale	1,512	2,144	3,422
Cottonwood	4,550	5,918	9,179
Jerome	420	403	329
Prescott	19,865	26,592	33,938
Prescott Valley	2,284	8,858	23,535
Sedona	5,319	7,720	10,192
Verde Village	1,040	7,000	10,610

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	17.2%
15-24	11.0%
25-44	22.4%
45-64	27.4%
65+	22.0%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

<i>Race</i>	<i>% of total</i>
White	91.9%
African American	0.4%
Native American	1.6%
Asian or Pacific Islander	0.6%
Other	5.5%
Total	100.0%

Hispanic Heritage*

9.8%

Source: U.S. Census Bureau, April 1, 2000 Census

**Persons of Hispanic heritage may be of any race*

Employment by Sector

Manufacturing	3,275
Mining and Quarrying	1,125
Construction	5,325
Transportation, Communication, and Public Utilities	1,275
Trade	13,100
Finance, Insurance, and Real Estate	1,750
Services and Miscellaneous	15,675
Government	10,625

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001.

Wages

Hourly Compensation

Median Wage	\$10.36
Average Wage	\$12.65
Entry Wage	\$6.51
Experienced	\$15.72

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Population	20,900
Average Student/Teacher Ratio	23:1

Source: County Survey

Health Care

Licensed Hospital Beds	226
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Major Hospitals:

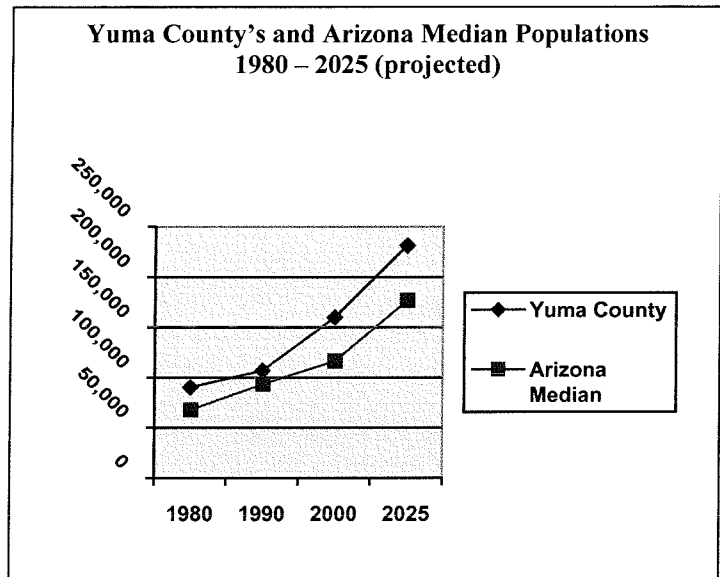
Verde Valley Medical Center

Yavapai Regional Medical Center

Source: Department of Health Services

Yuma County

With a population of 160,026, Yuma County is the fifth most populous county in Arizona. In 2025, Yuma's population is projected to increase by 45% to 231,403. Yuma County has a unique mix of both urban and rural populations. The County's largest city, Yuma City, has grown nearly 30% since 1980 to a population of 77,515, joining Phoenix and Tucson as one of the state's metropolitan areas. In fact, the Yuma metropolitan area is currently the third fastest growing Metropolitan Area (MA) in the country for MA's with a population of less than 5,000,000.



Interestingly, at approximately 25%, Yuma's unemployment rate far surpasses that of any other county. This rate, however, is somewhat misleading in that it is primarily due to the seasonal employment nature of the County's migrant worker population. Yuma's labor force is 71,281, with agriculture, tourism, military and government the County's principal industries. Additionally, all of Yuma County is a designated Enterprise Zone.

As would be expected in a populous region, Yuma County's resources (hospital beds, classrooms, etc...) tend to surpass those of the rest of the state. However, so does Yuma's needs. Fortunately, in many areas Yuma County is ahead of the rest of the state in terms of planning and preparing for the future.

Education

Yuma County's school age population is approximately 33,554, with a K-12 public school pupil population of 29,032, which is 17% greater than the state's median pupil population. The average size of the County's grade schools (577.5 students) reflects this larger school age population. Yuma County's five high schools, however, report an astounding 192% greater average size than the state's average high school. This is, perhaps, indicative of a more urban trend toward larger capacity high schools.

Yuma County's anticipated higher education resource needs through 2025 are generally in line with the rest of the state, with the County reporting the need for new teachers and teacher training as the most pressing needs. However, Yuma County deviates from most other counties in reporting that new physical infrastructure needs are not important, indicating that the need for intellectual capital will far surpass the need for physical capital.

Additionally, Yuma County reported that the county expects a 38.4% increase in its student population by the year 2025. To accommodate this increase, the County reported the need for a corresponding increase in elementary, middle and high schools by 2025. Yuma scored a 1 in the category of distance learning, indicating that distance learning is expected to play a significant role in Yuma's education system by 2025.

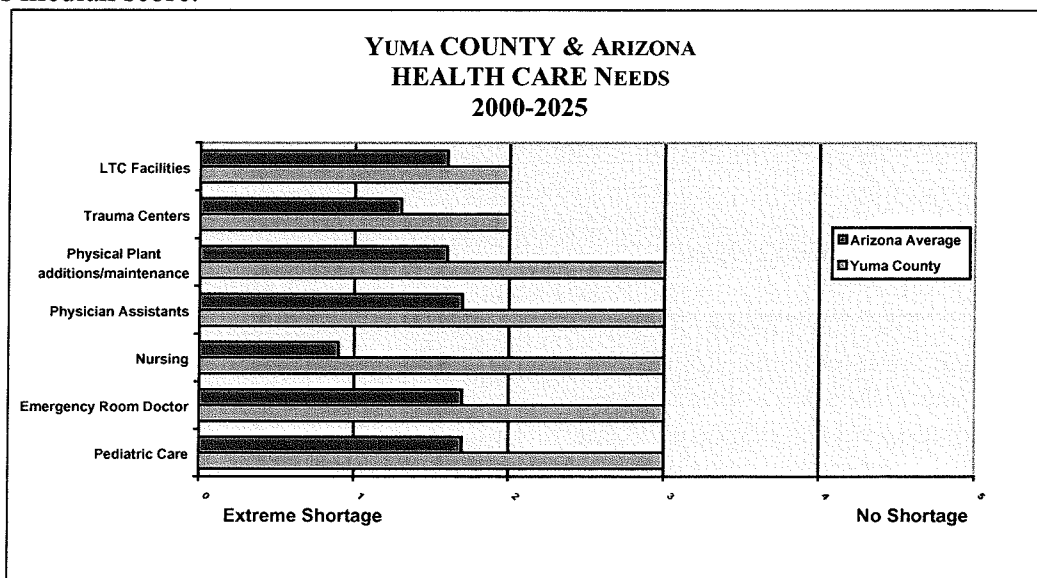
Interestingly, there are four public universities and/or community colleges within Yuma County, doubling the statewide county median. This greater number of colleges reflects the County's large number of full and part-time students, which total 10,245, compared to the state's median of 7,199 full and part-time students.

Health Care

Including transitional care units, Yuma County has a total of 257 hospital beds. Yuma anticipates that by 2025, the County will need to increase its number of hospital beds by at least 50% to maintain its current quality of service. In that category Yuma scored a 1, which is the same as the state's median score.

With the exception of specialists willing to see ER patients, Yuma does not foresee as much of a shortage of medical professionals through 2025 as most of the state does. The County does,

however, foresee a shortage of infrastructure such as trauma centers and long-term care facilities. In both categories, Yuma scored a 2, consistent with the rest of the state.



Positively, Yuma County seems to be ahead of other counties in developing a long-range health care plan to forecast and provide for the County's future health care needs. Whereas the median score for the state was 3.5 (indicating that most counties have done only rudimentary preparations), Yuma scored a 1. This score reflects the County's efforts in developing a 30-year plan to add inpatient care beds and outpatient diagnostic and treatment services. Yuma County has also developed a 10-year Medical Staff Development Plan to aid in physician recruitment efforts.

Transportation

Yuma County has 80 miles of freeway that seem to serve its current and future needs quite well. In the category of additional freeway mile needs by 2025, Yuma scored a 5, indicating that the County has little need for additional freeway miles. This may in part be due to the fact that Yuma has nearly 2000 miles of County roads and the County's Metropolitan Planning Organization has already developed a plan assessing Yuma's needs through 2023.

Somewhat surprising for a rapidly growing population, Yuma County did not report any significant transportation needs. The County does not foresee a light rail system as being a viable transportation option in 2025, nor does it rate multimodal transportation as playing a significant role in the County's transportation plans. Yuma County does believe that Arizona has a transportation funding shortage, scoring a 2 in that category.

Water Usage and Conservation

Yuma County derives its water from the Colorado and Gila Rivers as well as from groundwater. Yuma deviated from the rest of the state on the water issue in that the County is confident its year round water needs are being met and that it has a sufficient volume and sustainability of water through 2025. In all three categories (current needs, future volume, future sustainability) Yuma scored a 1 while the median state score was 2, 3 and 3 respectively.

Criminal Justice System

The Yuma Prison facility houses 2,048 inmates. Three percent of the state's total inmate population was convicted in Yuma County. Yuma is in concurrence with the rest of the counties in its need for additional judges, courtrooms and public defenders through 2025, with the strongest need being a 100% increase in public defenders. Currently, the Public Defender's office has 19 attorneys, compared to a state average of 33.4 and median of 15.

Yuma County's largest area of deviation from other areas of the state is that Yuma believes that current funding mechanisms are sufficient to finance future prison

	Yuma County	County Average	County Median
Inmates	821	1,830	817
Judges	16	16.8	10
Courtrooms	11	15.9	9
Public Defenders	19	33.4	15
Opinion Answs.			
Increase Jail Space 50%	1	1.3	1
Funding Mechanism is in Place	2	3.3	4
Increase Judges by 50%	1	1.5	1
Increase Court Rooms by 50%	1	1.6	1
Increase Public Defenders by 50%	5	1.9	1.5
Opinions: 1 = Strongly Agree 5 = Strongly Disagree			

construction. Most of the counties reported that existing funding mechanisms are inadequate to meet future needs. In that category Yuma scored a 2, while the statewide median score was 4.

Yuma County Facts

Current Population: 160,026*

2025 Population: 231,403**

Labor Force: 71,281

Unemployment Rate: 25%

Major Industries: Agriculture,
Military,
Retail Trade
Tourism,

Sources: Arizona Department of Economic Security, Special Unemployment Report,
September 2001

*U.S. Census Bureau, April 1, 2000 Census

**Source: County Survey

Population

	1980	1990	2000
Arizona	2,716,546	3,665,228	5,130,632
Yuma County	76,205	106,895	160,026

Major Cities/Communities

Cocopah Indian Reservation	835	515	1,025
San Luis	1,946	4,212	15,322
Somerton	3,969	5,282	7,266
Wellton	911	1,066	1,829
Yuma	42,481	54,923	77,515

Source: U.S. Census Bureau, April 1, 2000 Census

Age Distribution

	% of total
0-14	24.40%
15-24	14.55%
25-44	25.62%
45-64	18.91%
65+	16.53%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition

Race	% of total
White	68.3%
African American	2.2%
Native American	1.6%
Asian or Pacific Islander	1.0%
Other	26.8%
Total	100.0%

Hispanic Heritage**

50.5%

Source: U.S. Census Bureau, April 1, 2000 Census

*Persons of Hispanic heritage may be of any race

Employment by Sector

Manufacturing	2,125
Construction	2,925
Transportation, Communication, and Public Utilities	1,450
Trade	10,325
Finance, Insurance, and Real Estate	1,275
Services and Miscellaneous	9,925
Government	11,625

Source: Prepared in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, State of Arizona Economic Security Research Administration, September 2001

Wages

	Employment	Avg. Wages
Farming, Fishing & Forestry	8,900	\$6.49
Office & Administrative	6,150	\$10.28
Food Preparation & Serving Related	4,550	\$6.50
Transportation & Material Moving	4,160	\$8.09
Construction & Extraction	2,730	\$11.59
Education, Training & Library	2,680	\$12.37
Installation, Maintenance, & Repair	2,070	\$14.05

Source: Arizona Department of Economic Security, Research Administration, March 2001

Education

K-12 Public School Population	29,032
Average Student/Teacher Ratio	19:1

Source: County Survey

Health Care

Licensed Hospital Beds	237
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Major Hospitals:

Yuma Regional Medical Center

Source: Department of Health Services